district five
OF LEXINGTON & RICHLAND COUNTIES

AGENDA
BOARD OF TRUSTEES
REGULAR MEETING
IRMO HIGH SCHOOL'S CENTER FOR THE ARTS – MAIN STREET
NOVEMBER 9, 2015

1. Call to order at 5:00 p.m.

2. Enter executive session to consider the following:

   a. Receipt of legal advice regarding litigation and potential litigation involving the District
   b. Contractual matters: regarding purchase/sale of property
   c. Selected employment items (Exhibit A)

3. Call to order at 7:00 p.m.

4. Welcoming remarks

5. Invocation – Jan Hammond, Board of Trustees

6. Pledge of Allegiance – Ka-laiah Sizemore, a student at Irmo High School

7. Election of Board Officers

8. School Board Spotlight

9. Approval of the Agenda

10. Approval of the minutes of the October 26, 2015 board meeting

11. Welcome and brief overview of Irmo High School by David Riegel, principal, Grayson Gossett, student body president, and Phillip Barret, student athlete

12. Superintendent's Report

    a. Office of Finance and Operations
       1. Comprehensive Annual Financial Report FY 2015 (Exhibit B)

2. Procurement Audit FY 2014 (Exhibit C)

13. Public participation*

ACTION AGENDA

14. Items considered in executive session

15. Superintendent's Goals for 2015-2016 (Exhibit D)

DISCUSSION AGENDA

16. Strategic Plan (Exhibit E)

17. Adjourn

FOR YOUR INFORMATION

18. The next regular school board meeting will be December 14, 2015 at The Center for Advanced Technical Studies.

*The Board welcomes and encourages public participation. We respectfully ask that you adhere to the procedures and the decorum provided in board policy BEDH "Public Participation at Meetings". Your comments should be limited to three minutes. Questions asked during public participation and placed in writing will receive a written response in a timely manner.

district five
OF LEXINGTON & RICHLAND COUNTIES

Minutes/October 26, 2015

The Board of Trustees of School District Five of Lexington and Richland Counties met at Chapin Elementary School with the following members present:

Ms. Beth Hutchison, Chairman
Mr. Robert Gantt, Vice Chairman
Mrs. Jondy Loveless, Secretary
Mrs. Ellen Baumgardner
Mr. Larry Haltiwanger
Mrs. Jan Hammond
Mr. Ed White
Dr. Stephen Hefner, District Superintendent

The following staff were in attendance:

Mr. Mark Bounds, Chief Information Officer
Mr. Michael Harris, Chief Student Services Officer
Dr. Allison Jacques, Chief Human Resources Officer
Dr. Christina Melton, Chief Instructional Officer
Mr. Len Richardson, Chief Finance Officer

Chairman Hutchison called the meeting to order and gave welcoming remarks.

The Invocation was given by Ed White. The Pledge of Allegiance was led by Ella Speight, a first grade student at Chapin Elementary School.

The Board conducted the School Board Spotlight.

A welcome and brief overview of Chapin Elementary School was given by Lauren Prochak, principal, and fourth grade students from Eaglet Ambassadors.

During the Superintendent's Report, Dr. Hefner presented the Superintendent's Flood Retrospective Report; and Len Richardson presented the Monthly Financial Reports (Exhibit B).

No one spoke during public participation.

Dr. Melton presented an update on the Magnet Schools of America Grant (Exhibit C)

Dr. Hefner presented the Superintendent's Goals for 2015-2016 (Exhibit D).

SCHOOL DISTRICT FIVE
OF
LEXINGTON AND RICHLAND COUNTIES

Meeting of October 26, 2015

	BAUMGARDNER	GANTT	HALTIWANGER	HAMMOND	HUTCHISON	LOVELESS	WHITE
1. M. Baumgardner S. White Enter executive session to consider the following: a) selected employment items (Exhibit A); and b) contractual matters: regarding purchase of/sale of property	X	X	X	X	X	A	X
2. M. Baumgardner S. Hammond Approve the agenda	X	X	X	X	X	X	X
3. M. Baumgardner S. Haltiwanger Approve the minutes of the September 28, 2015 board meeting	X	X	X	X	X	X	AB
4. M. Gantt S. Hammond Approve the selected employment items (Exhibit A)	X	X	X	X	X	X	X
5. M. Hammond S. Loveless Adjourn at 8:35 p.m.	X	X	X	X	X	X	X

A = Absent
AB = Abstain
N = No
X = Yes
R = Recuse

Exhibit B

EXHIBIT B

district five
OF LEXINGTON & RICHLAND COUNTIES

MEMORANDUM

To: Members of the Board of Trustees

Through: Stephen Hefner, Ed.D.
Superintendent

From: A. Len Richardson
Chief Finance Officer

Date: November 09, 2015

Re: Comprehensive Annual Financial Report (CAFR)

The 2014-2015 Comprehensive Annual Financial Report (CAFR) will be presented at the meeting by a representative from the district's auditing firm (Derrick, Stubbs & Stith).

ALR/tl

Exhibit C

EXHIBIT C

district five
OF LEXINGTON & RICHLAND COUNTIES

MEMORANDUM

To: Members of the Board of Trustees

Through: Stephen Hefner, Ed.D.
Superintendent

From: A. Len Richardson
Chief Finance Officer

Date: November 09, 2015

Re: FY 2013-2014 Procurement Audit

Attached is the 2013-2014 Procurement Audit. A representative from the district's auditing firm (Derrick, Stubbs & Stith) will be at the meeting to present the report.

ALR/tl

Attachment

DERRICK STUBBS
ACCOUNTING · AUDITING · TAXATION · CONSULTING

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508 HAMPTON ST, 1ST FLR | COLUMBIA, SC 29201

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INDEPENDENT AUDITOR'S REPORT

To the Board of Directors
School District Five of Lexington and Richland Counties
Irmo, South Carolina

We have performed certain agreed-upon procedures, as enumerated below, which were agreed to by School District Five of Lexington and Richland Counties (the "District"), solely to assist you in connection with the determination as to whether the District complied with its procurement code for the period of July 1, 2013, through June 30, 2014. The District is responsible for compliance with its procurement code. This agreed-upon procedures engagement was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants. The sufficiency of these procedures is solely the responsibility of those parties specified in this report. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

We performed the steps as indicated in the work program provided to us by the South Carolina Budget and Control Board – Office of General Services, where applicable, to the District's procurement code. The audit program was edited, where appropriate, in accordance with the District's procurement code. Our findings are as follows:

CODE COMPLIANCE – GENERAL

We obtained a list of all invoices and selected a block sample. We examined these transactions for the splitting of purchase orders and favored vendors. We noted no splitting of orders or favored vendors.

We also reviewed twenty (20) unauthorized procurements during this period. It appears that unauthorized procurements were properly ratified in accordance with the District's code and regulations.

SOLE SOURCE, EMERGENCY AND TRADE-IN PROCUREMENTS

We examined documentation for eighteen (18) sole source purchases and six (6) emergency purchases for the period of July 1, 2013, through June 30, 2014, and examined those transactions for compliance with the District's procurement policies related to sole source and emergency procurements. There were no trade-in procurements. No exceptions were noted.

GOODS AND SERVICES PROCUREMENTS

We selected twenty-two (22) transactions from the District's computerized records of purchases for the period of July 1, 2013, through June 30, 2014. Transactions were selected from a population of paid invoices, which we extracted from the District's computerized accounts payable system using data extraction software with a criteria that we would select only expenditures charged to object codes pertaining to goods and services procurements. We examined these transactions for compliance with the District's general procurement policies using the procedures provided in Section D of the audit program provided to us by the South Carolina Budget and Control Board – Procurement Services Division. Two (2) exceptions were noted for the untimely payment of the invoices. The vendor ID, invoice number, and amounts are as follows:

- 680134 308101763122 $ 3,009.01
- 676462 152859 $ 168.95

CONSULTING AND RELATED SERVICES PROCUREMENTS

We selected twenty-two (22) transactions from the District's computerized records of purchases for the period of July 1, 2013, through June 30, 2014. Transactions were selected from a population of paid invoices, which we extracted from the District's computerized accounts payable system using data extraction software with a criteria that we would select only expenditures charged to object codes pertaining to consulting and related services. We then examined these transactions for compliance with the District's procurement policies related to professional services using the procedures provided in Section D of the audit program provided to us by the South Carolina Budget and Control Board – Procurement Services Division. One (1) exception was noted for the untimely payment of the invoice. The vendor ID, invoice number, and amounts are as follows:

- 882339 1021 $ 975.00

CONSTRUCTION, INDEFINITE DELIVERY CONTRACTS, A&E CONTRACT SERVICES AND RELATED SERVICES PROCUREMENTS

We selected twenty-two (22) transactions from the District's computerized records of purchases for the period of July 1, 2013, through June 30, 2014. Transactions were selected from a population of paid invoices, which we extracted from the District's computerized accounts payable system using data extraction software with a criteria that we would select only expenditures charged to object codes pertaining to construction, indefinite delivery contracts, A&E contract services and related services. We examined these transactions for compliance with the District's procurement policies related to major construction using the procedures provided in Section B of the audit program, A&E services using the procedures provided in Section D of the audit program, and indefinite delivery contract using the procedures provided in Section C of the audit program provided to us by the South Carolina Budget and Control Board – Procurement Services Division. No exceptions were noted.

INFORMATION TECHNOLOGY PROCUREMENTS

We selected twenty-two (22) transactions from the District's computerized records of purchases for the period of July 1, 2013, through June 30, 2014. Transactions were selected from a population of paid invoices, which we extracted from the District's computerized accounts payable system using data extraction software with a criteria that we would select only expenditures charged to object codes pertaining to information technology. These transactions were examined for compliance with the District's procurement policies related to information technology using the procedures provided in Section D of the audit program provided to us by the South Carolina Budget and Control Board – Procurement Services Division. One (1) exception was noted for the untimely payment of the invoice. The vendor ID, invoice number, and amounts are as follows:

- 677777 287017989100X10 $ 2,137.42

SURPLUS PROPERTY

For the period of July 1, 2013, through June 30, 2014, there were 144 public sales of District property through Govdeals.com. We examined documentation of the online sales noting proper procedures were followed.

PROCUREMENT CARDS

For the period of July 1, 2013, through June 30, 2014, the District utilized procurement cards to purchase various items. We examined the District's policies and procedures as well as viewed credit card statements from two (2) months (September 2013 and March 2014). No exceptions were noted.

We were not engaged to and did not conduct an audit, the objective of which would be the expression of an opinion on School District Five of Lexington and Richland Counties' compliance with its procurement code. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended for the information of the Board of Directors, the administration of School District Five of Lexington and Richland Counties and the South Carolina Budget and Control Board – Office of General Services, and is not intended to be and should not be used by anyone other than these specified parties.

Derrick, Stuckey & Stith, LLP

September 17, 2015

Exhibit D

EXHIBIT D

REVISED DRAFT
Superintendent's Goals for 2015-2016
Timeline: July 1, 2015 – June 30, 2016

Goal 1: Sustain and enhance the District's record of excellence in student achievement as measured by:

i. district SAT scores which exceed the state and national averages,
ii. SAT scores at each high school which exceed the state and national averages or are higher than the previous year's average,
iii. district ACT scores which exceed the state and national averages,
iv. ACT scores at each high school which exceed the state and national averages or are higher than the previous year's average,
v. a district-wide graduation rate and a graduation rate at each high school that exceeds the national average,
vi. a district-wide dropout rate and a dropout rate at each high school that is less than the national average,
vii. a CATE completer rate that exceeds the previous year's rate, and
viii. an increase in the number of community agencies and businesses that partner with special services to improve outcomes for students with disabilities.

Goal 2: Develop a five-year strategic plan for 2016-2021.

Goal 3: Address the AdvancED "Improvement Priority" to effectively align communication patterns and decision-making within our organization to ensure that our District is operating as "one system."

Goal 4: Continue to expand our access to and utilization of technology to improve teaching and learning as measured by:

i. the fortification of the district's technology infrastructure so that it is reliable and responsive to the instructional and operational needs of the district,
ii classrooms across the district having the technology resources needed to provide excellent instruction, and
iii. the continued monitoring of the impact mobile devices are having on instruction and student learning.

Goal 5: Create and secure approval for a five-year facilities construction / facilities improvement plan.

Goal 6: Reinforce our efforts to ensure the safety of our students and staff as measured by:

i. training of all students and staff on the newly implemented emergency Standard Response Protocols (SRP),
ii. coordination of a comprehensive safety and security analysis and/or audit of all district facilities, and
iii. the development and maintenance of key partnerships with local, state and federal emergency service organizations.

Goal 7: Continue to improve the emotional, psychological, and physical well-being of our students and staff as measured by:

i. the enhancement of mental health services and referrals to students and families in crisis,
ii. the collaboration with community partners and other stakeholders to secure adequate support systems for students, families and staff, and
iii. the implementation of the Grief and Suicide/Self Injury Protocols.

Goal 8: Expand an effective communication system for the District with its employees, parents, students, and community as measured by:

i. the enhancement of the District's communication and public relations strategies and increased positive public relations results, and
ii. the ongoing effective communication with all key stakeholder groups.

Goal 9: Build the District's reputation as being environmentally responsible as measured by:

i. an ongoing and expanding recycling program,
ii. expansion of existing environmental stewardship programs and introduction of new environmental stewardship initiatives, and
iii. creation of an energy use study committee to determine ways the district can be more energy efficient.

Goal 10: Ensure effective and efficient utilization of the District's fiscal and physical resources by:

i. maximizing the District's utilization of existing space,
ii. continue the refinement of the budget process and budget implementation to maximize available resources,
iii. the continued digitization of records and files throughout the District, and
iv. communicating the District's current and future financial challenges to our local business leaders and to our local and state-level policy makers.

Exhibit E

district five
OF LEXINGTON & RICHLAND COUNTIES

Memorandum

To: Members of the Board of Trustees

Through: Dr. Stephen W. Hefner
Superintendent

From: Mark A. Bounds MB
Chief Information Officer

Date: November 5, 2015

Re: 2016-2021 District Strategic Plan - DRAFT

Every five years the district must submit an updated District Strategic Plan (DSP) to the S.C. Department of Education. Since our AdvancED reaccreditation was occurring last year, we asked for and received a one year extension for submitting our DSP. This allowed us the opportunity to learn from the AdvancED process and use the results of that process to shape our new DSP.

Over the last few months, a committee of individuals from across the district came together in collaboration with the district's leadership to develop the new DSP.

Attached is a draft of the 2016-2021 DSP and a one-page summary of the DSP.

Thank you and please let me know if you have any questions.

MB/aw

Attachment - Draft of the 2016-2021 District Strategic Plan
District Strategic Plan One-Page Summary

School District Five of Lexington and Richland Counties

DRAFT

STRATEGIC PLAN 2016—2021

DRAFT

Our Vision

School District Five of Lexington and Richland Counties is an educational system that will empower all students to meet or exceed expectations for academic, social, and emotional growth and success. We will provide opportunities for students, as innovative learners, to develop creative and critical problem solving skills to meet dynamic global changes. We will maximize our use of resources through collaborative partnerships with our community, our business and education partners. District Five's students will be prepared to pursue excellence for tomorrow's challenges.

Our Mission

The mission of School District Five of Lexington and Richland Counties, in partnership with the community, is to provide challenging curricula with high expectations for learning that develop productive citizens who can solve problems and contribute to a global society.

Our Goals

Goal 1: We will provide world-class knowledge via challenging curricula with high expectations for all students.

Strategy 1.1 We will employ research-based instructional practices that provide challenging curricula and high expectations for all students.

Strategy 1.2 We will provide professional development experiences for all district staff to ensure that challenging curricula with high expectations is provided to all students.

Strategy 1.3 We will increase and support choice options in order to provide challenging curricula for all students.

Strategy 1.4 We will utilize all available data to ensure that each student is provided appropriately challenging curricula.

Goal 2: We will develop productive citizens who demonstrate world-class skills and life and career characteristics who will contribute to a global society.

Strategy 2.1 We will monitor students' progress toward college, career, and life success.

Strategy 2.2 We will provide opportunities for civic participation through community building and character development to ensure students are actively involved in the global society.

Strategy 2.3 We will provide opportunities to develop world-class skills in collaboration, communication, innovation, and critical thinking.

Strategy 2.4 We will foster the development of integrity, self-direction, perseverance, and interpersonal skills.

Goal 3: We will maintain a safe, supportive, nurturing environment that is conducive to working and learning.

Strategy 3.1 We will promote facility and equipment safety in order to provide a safe environment for students and staff.

Strategy 3.2 We will promote operational safety in order to provide a safe environment for students and staff.

Strategy 3.3 We will develop a sense of community district wide in order to provide an environment conducive to working and learning.

Strategy 3.4 We will minimize classroom disruptions in order to provide an environment conducive to working and learning.

Strategy 3.5 We will promote overall health in order to provide an environment conducive to working and learning.

Goal 4: We will recruit, hire, and retain a highly effective, diverse staff who understands what students need to succeed in a competitive, global workplace.

Strategy 4.1 We will recruit a highly qualified and diverse staff.

Strategy 4.2 We will retain a highly qualified and diverse staff.

Strategy 4.3 We will maintain a staff that is effective and understands what students need to succeed in a competitive, global workplace.

Goal 5: We will maximize the school district's resources of time, expertise, and finances.

Strategy 5.1 We will maximize time by establishing and communicating policies, procedures, and staffing models that provide for the effective operation of the system, minimize duplication of effort, and maximize instructional and planning time.

Strategy 5.2 We will maintain a professional development resource plan that maximizes staff and community expertise to address training needs in curriculum and instruction, assessment, communication, and administration for all personnel.

Strategy 5.3 We will maximize the district's financial resources through proper maintenance of facilities and equipment, proper budgetary procedures, fiscal accountability, and materials and energy conservation.

Pursuing Excellence for Tomorrow's Challenges

Goal 1
DISTRICT STRATEGIC PLAN FOR 2016-2021 **DATE: FALL 2015**

Performance Goal Area:

☑Student Achievement ☐Teacher/Administrator Quality ☐School Climate (Parent Involvement, Safe and Healthy Schools, etc.)
☐District Priority

PERFORMANCE GOAL: (desired result of student learning)	**We will provide world-class knowledge via challenging curricula with high expectations for all students as measured by:** • **graduation rates meeting or exceeding the rate of "Districts with Students Like Ours" as determined by the South Carolina Department of Education,** • **the District's Average scale score on the WorkKeys assessment being 4.8 points above the state average, cumulatively when adding the scores for Applied Mathematics, Locating Information, and Reading for Information,** • **the VCG Growth for Percentage Typical Growth plus High Growth, will increase to 79.2% in Grades 2-5 Reading, 78.2% in Grades 2-5 Math, 78.3% in Grades 6-8 Reading, and 77.0% in Grades 6-8 Math.**
INTERIM PERFORMANCE GOAL:	We will provide world-class knowledge via challenging curricula with high expectations for all students in the 2016-17 school year as measured by: • graduation rates meeting or exceeding the rate of "Districts with Students Like Ours" as determined by the South Carolina Department of Education, • the District's Average scale score on the WorkKeys assessment being 4.4 points above the state average, cumulatively when adding the scores for Applied Mathematics, Locating Information, and Reading for Information, and • the VCG Growth for Percentage Typical Growth plus High Growth, will increase to 78.2% in Grades 2-5 Reading, 77.2% in Grades 2-5 Math, 77.3% in Grades 6-8 Reading, and 76.0% in Grades 6-8 Math.

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DATA SOURCE(S):

MAP VCG growth reports
Graduation Rates
WorkKeys

OVERALL MEASURES:

Graduation Rates

Average Baseline *(based upon 3-year average 2012-2014)*	**2016***	**2017***	**2018***	**2019***	**2020***	**2021***
87.2%-D5 87.0-**	***	***	***	***	***	***

* Represents projections of improvement
*** Varies Depending Upon State Data
**"Districts with Students Like Ours"

DRAFT

WorkKeys

Average Baseline	**2016***	**2017***	**2018***	**2019***	**2020***	**2021***
D5: Math- 79.6 Info- 78.8 Reading-79.8 **State:** Math- 77.4 Info- 77.6 Reading-78.8 D5 4.4 above State Average	4.4 Above State Average	4.4 Above State Average	4.5 Above State Average	4.6 Above State Average	4.7 Above State Average	4.8 Above State Average

* Represents projections of improvement

VCG Growth Reports (Percentages Below Show Typical Growth Plus High Growth)

Average Baseline *(based upon 4-year average 2012-2015)*	**2016***	**2017***	**2018***	**2019***	**2020***	**2021***
Grades 2-5 Reading: 78.0% Grades 2-5 Math: 40.0% 77.0% Grades 6-8 Reading: 77.1% Grades 6-8 Math: 75.8%	Grades 2-5 Reading: 78.2% Grades 2-5 Math: 40.0% 77.2% Grades 6-8 Reading: 77.3% Grades 6-8 Math: 76.0%	Grades 2-5 Reading: 78.4% Grades 2-5 Math: 40.0% 77.4% Grades 6-8 Reading: 77.5% Grades 6-8 Math: 76.2%	Grades 2-5 Reading: 78.6% Grades 2-5 Math: 40.0% 77.6% Grades 6-8 Reading: 77.7% Grades 6-8 Math: 76.4%	Grades 2-5 Reading: 78.8% Grades 2-5 Math: 40.0% 77.8% Grades 6-8 Reading: 77.9% Grades 6-8 Math: 76.6%	Grades 2-5 Reading: 79.0% Grades 2-5 Math: 40.0% 78.0% Grades 6-8 Reading: 78.1% Grades 6-8 Math: 76.8%	Grades 2-5 Reading: 79.2% Grades 2-5 Math: 40.0% 78.2% Grades 6-8 Reading: 78.3% Grades 6-8 Math: 77.0%

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* Represents projections of improvement

ACTION PLAN					EVALUATION
STRATEGY 1.1: We will employ research-based instructional practices that provide challenging curricula and high expectations for all students. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 1.1.1: Provide differentiated instruction through the Direct Instruction Model (Hattie, 2011) in all classrooms to include fluid and flexible grouping, cooperative learning, Socratic/Paideia seminars, project-based learning, virtual learning and/or other research-based instructional practices.	2016-2021	Professional Development Coordinator Content Coordinators Instructional Specialists and Coaches Teachers and School Administrators	TBD	Title I Title II Grants General Fund	Lesson plans, observations, weekly newsletters, presentations at district and school professional development
1.1.2: Emphasize the use of small group instruction in elementary, intermediate, and middle school Mathematics and English Language Arts.	2016-2021	ELA Coordinator Mathematics Coordinator Instructional Specialist for Mathematics		Title I Title II EIA Funds General Funds	Observations by directors, content coordinators, specialists, and school administrators Coaching to include demonstrations by ELA and Math coaches

DRAFT

		Instructional Specialist for ELA School Administrators			
1.1.3: Support the implementation of standards and practices, and content alignment, for all core content areas.	2016-2021	Content Coordinators Leadership Team Members Department Chairs Unit Leaders School Administrators		Title II	Observations by directors, content coordinators, specialists, and school administrators Review course catalog and course alignment
1.1.4: Increase the number and diversity of students participating in Honors and AP courses.	2016-2021	Content Coordinators Department Chairs Guidance Counselors Director of Accountability AGP Coordinator School AP Coordinators		n/a	Content Coordinators will work with department chairs to review placement criteria Review College Board Inclusion Policy with all teachers Class enrollment and school schedule review each year

DRAFT

		School Administrators Teachers			
1.1.5: Increase Pre-AP professional development for teachers.	2016-2021	Content Coordinators Instructional Specialists AGP Coordinator Secondary School APIs	$1500 per teacher	Title II General Budget Funds	Advertisement of AP offerings and workshops to secondary teachers Support teacher attendance at professional development offerings Increase number of teachers with AP certification or Pre-AP professional development
1.1.6: Provide learning opportunities that incorporate critical thinking and problem-solving skills (Depth of Knowledge) in each content area at all grade levels to include: project-based learning, inquiry learning, science probe ware, Paidiea/Socratic seminars, use of primary sources, authentic learning, persuasive writing, historical thinking, peer and self-evaluation protocols, and/or other researched-based critical and creative thinking strategies.	2016-2021	Teachers Professional Development Coordinator Content Coordinators School Administrators		Title I Title II MSAP Funds	Observations by Content Coordinators, Instructional Specialists, Directors, and School Administrators
1.1.7: Provide reading intervention in elementary, intermediate, and middle schools for students who do not meet state adopted assessment levels or score significantly below the norm on MAP.	2016-2021	ELA Coordinator ELA Instructional Specialist School Intervention Teams	Number of Intervention teachers x $65,000 salary	General Fund Title I	Review of Data for placement Student Achievement Data review (yearly) Intervention Rosters

DRAFT

		Intervention Teachers			
1.1.8: Provide learning opportunities for students in multiple languages, technology, engineering, arts, and CATE.	2016-2021	World Language Coordinator Instructional Technology Coordinator and Specialist School-based Technology Integration Specialists Content Coordinators CATE Director CATE Assistant Director Guidance Counselors		General Fund Title I	Monitoring World Language Class enrollment, CATE course class enrollment, Technology course enrollment, Course Catalog review for courses

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ACTION PLAN					EVALUATION
STRATEGY 1.2: We will provide professional development experiences for all district staff to ensure that challenging curricula with high expectations is provided to all students. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 1.2.1: Develop common syllabi for all secondary courses to include consistency in grading and adherence to school board policy.	2016-2021	Teachers APIs Department Chairs Content Coordinators and Specialists School Administrators	-0-	N/A	Review of Syllabi
1.2.2: Schedule collaborative planning opportunities in all schools for all content areas and departments.	2016-2021	School Administrators Content Coordinators	-0-	N/A	School Professional Development Plan reviewed by Directors and Chief Instructional Officer District Professional Development

DRAFT

					Opportunities
1.2.3: Increase the number of AP, IB, and/or GT endorsed teachers.	2016-2021	School Administrators Department Chairs Content Coordinators and Specialists	$1500 x number of teachers endorsed	Title II School Funds	Survey number of teachers endorsed by subject area
1.2.4: Provide professional development for teachers and administrators at all levels in research-based instructional strategies such as direct instruction, fluid and flexible grouping, cooperative learning, Socratic/Paideia seminars, project-based learning, virtual learning and/or other research-based instructional practices.	2016-2021	Chief Instructional Officer Professional Development Facilitators Content Coordinators Instructional Specialists Professional Development Coordinator	$1000 per facilitator x 40=$40,000	Title II General Budget School Funds	#LeaD5 Professional Development Model and Evaluation School Administrator Feedback Observations by Content Coordinators, Instructional Specialists, Directors, School Administrators, and Department Chairs Review by Chief Instructional Officer and Directors
1.2.5: Continue to support professional development focused on the district's instructional initiatives.	2016-2021	Chief Instructional Officer Professional Development Facilitators Content Coordinators	$1000 per facilitator x 40=$40,000	Title II General Budget School Funds	#LeaD5 Professional Development Model and Evaluation School Administrator Feedback Observations by Content Coordinators, Instructional Specialists,

DRAFT

		Instructional Specialists			Directors, School Administrators, and Department Chairs Review by Chief Instructional Officer and Directors

DRAFT

ACTION PLAN					EVALUATION
STRATEGY 1.3: We will increase and support choice options in order to provide challenging curricula for all students. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 1.3.1: Provide choice opportunities for students and parents.	2016-2021	Magnet Coordinator and Committee Chief Instructional Officer Title I Coordinator Chief Student Services Officer Chief Information Officer	TBD	MSAP Grant School Funds Title I Student Services Funds General Budget	Magnet Survey Parent Advisory Feedback Newsletters, promotional brochures, enrollment information in the media, information on district website
1.3.2: Develop a five-year sustainability plan to support current and future choice options.	2016-2021	Magnet Coordinator and Committee	TBD	MSAP Grant School Funds	Five year sustainability plan

DRAFT

		Chief Instructional Services Officer Chief Student Services Officer Chief Information Officer		Title I Student Services Funds General Budget	
1.3.3: Develop a five-year expansion plan to increase choice options across the district.	2016-2021	Magnet Coordinator and Committee Chief Instructional Services Officer Chief Student Services Officer Chief Information Officer	TBD	MSAP Grant School Funds Title I Student Services Funds General Budget	Five year expansion plan

DRAFT

ACTION PLAN					EVALUATION
STRATEGY 1.4: We will utilize all available data to ensure that each student is provided appropriately challenging curricula. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 1.4.1 Use formative, interim, and summative assessment data to inform instruction in all content areas at all levels.	2016-2021	Director of Accountability Content Coordinators Instructional Specialists School administrators Teachers Department Chairs Data Team Leaders		General Fund Title II	Pre-tests, post-tests, benchmark assessments, MAP data, performance assessments, data notebooks, and lesson plans Administrator conferences with Chief Instructional Officer and Directors Meetings with Content Coordinators
1.4.2: Develop, use, and analyze common formative assessments to determine instructional strategies in all content areas in elementary, intermediate, middle, and high schools.	2016-2021	Content Coordinators Instructional Specialists		General Fund	*All In Learning* *DesCartes* to plan instruction AP Potential Reports

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		School administrators Teachers Department Chairs Data Team Leaders			Virtual Comparison Reports Data Team minutes, assessments, and results --Data Team Fishbowls --observations by administrators --observations and coaching by content coordinators and specialists
1.4.3: Communicate formative, interim, and summative data regularly to students and parents.	2016-2021	Director of Accountability School Administrators Teachers Chief Information Officer	$750	General Fund	Parent Communication Logs Progress Reports Report Cards MAP Reports State Testing Reports Parent Portal

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Goal 2
DISTRICT STRATEGIC PLAN FOR 2016-2021 **DATE: FALL 2015**

Performance Goal Area:

X Student Achievement Teacher/Administrator Quality School Climate (Parent Involvement, Safe and Healthy Schools, etc.)

☐ District Priority

PERFORMANCE GOAL: (desired result of student learning)	**We will develop productive citizens who demonstrate world-class skills and life and career characteristics who will contribute to a global society as measured by:** • **at least 85% of our K-12 schools scoring an Excellent for Character Development Program on the SCDE School Report Card** **-and-** • **the District Summary Report showing at least 91% Agree/Mostly Agree (Parents), 84% Agree/Mostly Agree (Students), and 96% Agree/Mostly Agree (Teachers) on the EOC State Survey under the category of *I Am Satisfied with the Social and Physical Environment at My School.*** DRAFT
INTERIM PERFORMANCE GOAL:	We will develop productive citizens who demonstrate world-class skills and life and career characteristics who contribute to a global society as measured by: • at least 75% of our K-12 schools scoring an Excellent for Character Development Program on the SCDE School Report Card during the 2015-16 school year -and- • the District Summary Report showing at least 88% Agree/Mostly Agree (Parents), 81% Agree/Mostly Agree (Students), and 94% Agree/Mostly Agree (Teachers) on the EOC State Survey under the category of *I Am Satisfied with the Social and Physical Environment at My School* during the 2015-16 school year.

DATA SOURCE(S):	State-Mandated EOC Survey to Parents, Teachers, and Students South Carolina School Report Card
OVERALL MEASURES:	**State-Mandated EOC Survey to Parents, Teachers, and Students**

Average Baseline *(based upon 3-year average Agree/Mostly Agree from 2012-2014)*	**2016***	**2017***	**2018***	**2019***	**2020***	**2021***
Parents 88%	88%	89%	89%	90%	91%	91%
Students (ELE/Inter/Middle) 81%	81%	82%	83%	83%	84%	84%
Students (HIGH) 81%	81%	82%	83%	83%	84%	84%
Teachers 94%	94%	94%	95%	95%	96%	96%

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* Represents projections of improvement

South Carolina School Report Card

Average Baseline *(based upon 2014 Data)*	**2016***	**2017***	**2018***	**2019***	**2020***	**2021***
14 Schools Excellent 5 Schools Good 1 School Average **70% Excellent**	75% ***Note- 2016 will be 21 schools, versus 20 in baseline data (CIS added)*	75%	80%	80%	85%	85%

* Represents projections of improvement

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ACTION PLAN					EVALUATION
STRATEGY 2.1: We will monitor students' progress toward college, career, and life success. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 2.1.1: Utilize data from WorkKeys to improve student progress on applied mathematics, locating information, and reading for information.	2016-2021	Administrators Teachers Content coordinators	-0-	n/a	Lesson plans, teacher observations
2.1.2: Monitor individual graduation plans.	2016-2021	Guidance counselors	-0-	n/a	Review copies of individual graduation plans
2.1.3: Expand the district-wide mentoring program.	2016-2021	Guidance counselors District Mentoring Coordinator	-0-	n/a	Documentation of mentors and students served
2.1.4: Develop, implement and evaluate a process where active teaming between students and adults exists whereby every student is known and guided by at least one adult in support of the student's educational experience.	2016-2021	Administrators Guidance counselors Teachers	-0-	n/a	School schedules Records of adult/student connections Student survey
ACTION PLAN					**EVALUATION**

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STRATEGY 2.2: We will provide opportunities for civic participation through community building and character development to ensure students are actively involved in the global society. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 2.2.1: We will increase the number of students earning an extended studies diploma based on service learning.	2016-2021	Guidance counselors Director of Accountability Administrators	-0-	n/a	Data collected re: number of extended studies diplomas awarded annually
2.2.2: Provide PK-12 students opportunities to contribute to the community and become leaders in their classes, in their teams and grades, and in their schools such as Safety Patrol, ROTC, Student Advisory Councils, leadership courses, news teams, newspaper and news shows; assisting in planning school activities, etc.	2016-2021	Administrators Directors of Secondary/ Elementary Education Guidance counselors Teachers	-0-	n/a	Description of student leadership opportunities from each school sent to Director of Elementary and Secondary Education to be compiled
2.2.3: Expand service learning and charitable projects in all schools.	2016-2021	Administrators Guidance counselors Chief Information	-0-	n/a	Description of service learning and charitable project opportunities from each school sent to Chief Information Officer

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		Officer Teachers and support staff			

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ACTION PLAN					EVALUATION
STRATEGY 2.3: We will provide opportunities to develop world class skills in collaboration, communication, innovation, and critical thinking. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 2.3.1: Provide multiple opportunities in all classrooms to promote student collaboration and teamwork.	2016-2021	Teachers Administrators	-0-	n/a	Classroom observation data Lesson Plans
2.3.2: Provide multiple opportunities in all classrooms to promote innovation, critical thinking, and problem-solving skills.	2016-2021	Teachers Administrators	-0-	n/a	Classroom observation data Lesson plans
2.3.3: Engage learners in the use of technology to demonstrate 21st century skills.	2016-2021	Administrators Digital Integration Specialists Teacher Technology Leaders Teachers Coordinator of Instructional Technology &	TBD	General Funds	Classroom observation data Lesson plans Student survey/ self-assessment on iFive goals, based on 21st century skills

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		Curriculum Integration Specialist			
2.3.4: Encourage guided discussion of current, local, national and international issues and events through the use of a variety of news sources.	2016-2021	Principals and Teachers	-0-	n/a	Classroom Observations

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ACTION PLAN					EVALUATION
STRATEGY 2.4: We will foster the development of integrity, self-direction, perseverance, and interpersonal skills. (List the processes to fully implement the strategy. Include professional development, scientifically based research, academic assistance, innovation initiatives, parent involvement, technology etc.)	**Timeline Start/End Date**	**Person Responsible**	**Estimated Cost**	**Funding Source** (academic assistance, innovation, retraining, categorical funding, etc.)	**Indicators of Implementation**
Activity 2.4.1: Provide professional development for all teachers and staff in cultural and social diversity in order to address changing family dynamics and to promote the civic dispositions of tolerance and respect.	2016-2021	Professional Development Coordinator Magnet Schools Director Guidance Counselors	TBD	Title II MSAP Grant	Book and host professional development provider to address the need
2.4.2: Revisit and/or expand a PK-12 Honor Code.	2016-2021	Student Advisory Committee Principals Guidance Counselors	-0-	n/a	Honor Code is printed in each school's Student Handbook and posted on the School and District websites
2.4.3: Review and/or revise PBIS behavioral expectations and plan.	2016-2021	Elementary PBIS Lead Secondary PBIS Lead Director of Elementary	$28,000	General Fund	District monitoring of School SET Evaluations

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		Education Director of Secondary Education School PBIS Leads School Administrators			

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Goal 3
DISTRICT STRATEGIC PLAN FOR 2016-2021 **DATE: Fall**
Performance Goal Area:

☐ Student Achievement ☐ Teacher/Administrator Quality
☒ School Climate (Parent Involvement, Safe and Healthy Schools, etc.) ☐ District Priority

PERFORMANCE GOAL: (desired result of student learning)	**We will maintain a safe, supportive, nurturing environment that is conducive to working and learning.**
INTERIM PERFORMANCE GOAL:	We will perform an analysis of the safety and security of all district schools and facilities as measured by the Implementation of Emergency Response Protocols.
DATA SOURCE(S):	Report from comprehensive analysis, survey results, walk through observations, and inspection reports.

OVERALL MEASURES:

Baseline 2015-2016	2016-17	2017-18	2018-19	2019-20	2020-21
90%	100%	100%	100%	100%	100%

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GOAL 3: We will maintain a safe, supportive, nurturing environment that is conducive to working and learning.

STRATEGY 3.1: We will promote facility and equipment safety in order to provide a safe environment for students and staff.	**Timeline** Start/End Date	**Person Responsible**	**Estimated Cost**	**Funding Source**	**Indicators of Implementation**
ACTIVITIES: 3.1.1 Engage in a comprehensive security/safety analysis of all district facilities to include, but not limited to: a. Video surveillance b. Alarm systems c. Exterior lighting d. Intra-district communications(radio, phone) e. Existing and future facility design f. Computer hardware and software systems g. State and National Guidelines for science laboratory, science classroom and storage of chemicals, and cleaners. h. Electronic access control	2016 - 2021	Facilities Coordinator Security Safety Specialist Teachers Principals Science Coordinator Director of Technology Chief Student Services Officer SROs	Contracted Services Market Value Local Electrical Company	Capital Budget Bond Referendum (New)	School Board Insurance Trust Annual Inspection Report Contracted Services Security Technology Committee Minutes Incident Reports Security Contracted Report Radio Vendor Analysis Financial Reports Walk Through Observation Survey results from SIC, PAC, FAC, SAC, etc… Implementation of safety guidelines
3.1.2 Provide daytime, evening and afternoon security based on needs' assessment and funding	Ongoing	Security and Safety Specialist	TBD	TBD	Security Advisory Committee

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3.1.3 Address security needs such as: keyless entries, surveillance cameras, perimeter fencing, alarm systems, emergency lighting, and uniform visitor check-in equipment, and other external risks.	Ongoing	Director of Technology Security and Safety Specialist Facilities Coordination	TBD	TBD	Needs assessment Security Advisory Committee Budget Requests as submitted by school sites
3.1.4 Create a long term plan for the purchase of security, technology, and maintenance of equipment.	Ongoing	Security and Safety Specialist Director of Technology	TBD	Bond Referendum (New)	Security Needs assessment
3.1.5 Review replacement plan for activity buses with 250,000 miles or more and provide at least two activity buses equipped to accommodate special needs students/adults.	2016 - 2021	Transportation Coordinator	Market Cost	Capital Expenditures Budget	Budget request Addition of new buses
3.1.6 Continue the focus on the elimination of portables.	2016 - 2021	Chief Financial Officer Facilities Coordinator	TBD	TBD	Elimination of portables Building Program Status Update
3.1.7 Continue to pursue a long term plan for the installation of voice over phones at all sites with emergency phones in case of power outages, to include mobile phones for home visitation staff.	Ongoing	Director of Technology Chief Information Officer	TBD	Capital Budget	Needs Assessment
3.1.8 Replacement, maintenance, and repair of radio communications.	Ongoing	Security Safety Specialist Transportation Coordinator	TBD	General Budget	Needs Assessment

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GOAL 3: We will maintain a safe, supportive, nurturing environment that is conducive to working and learning.

STRATEGY 3.2: We will promote operational safety in order to provide a safe environment for students and staff.	**Timeline** Start/End Date	**Person Responsible**	**Estimated Cost**	**Funding Source**	**Indicators of Implementation**
ACTIVITIES: 3.2.1 Continue to negotiate Lexington/Richland County SRO Programs.	Annually	County Sheriffs Chief Student Services Officer	TBD	General Fund	Timeline of negotiations available beginning August of each year
3.2.2 Provide safety/security training to school community at regularly scheduled intervals.	Ongoing	Security and Safety Specialist	NA	NA	Artifacts of training on file with Security and Safety Specialist Emergency Management Plan
3.2.3 Implement safety audits district wide.	Annually	Benefits Specialist Security and Safety Specialist	NA	NA	Safety Audits Risk Assessment (Slips, Trips, Falls) School Board Insurance Trust
3.2.4 Evaluate and update emergency procedures at each school in conjunction with law enforcement officials and first respondance for: **a.** Severe weather **b.** Fire **c.** Accidents and serious illness/injuries	Annually	Security and Safety Specialist Chiefs	NA	NA	Emergency Management Plan School Board Insurance Trust Risk Assessment Audits School District Five Nuclear Emergency Plan

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d. Fatalities of students or staff **e.** Intruder response/hostage situations **f.** Bomb threat **g.** Utility emergency **h.** Explosions **i.** Bus accidents **j.** Major school disturbances (gang activity, riot, shooting) **k.** Train derailment/chemical spills **l.** Earthquakes **m.** Chemical or gas spills from tanker trucks **n.** malfunction at the VC Summers nuclear plant **o.** local or national emergency (example 911)					
3.2.5 Maintain a reporting system to track compliance to include drills district wide.	Annually	Safety and Security Specialist	N/A	N/A	Annual drill school report
3.2.6 Evaluate the safety of all parking lots, drop off areas, school entrances and traffic flow on school properties and take appropriate corrective actions.	Ongoing	Safety and Security Specialist Facility Coordinator	N/A	N/A	Traffic Study Reports Written requests from principals

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GOAL 3: We will maintain a safe, supportive, nurturing environment that is conducive to working and learning.

STRATEGY 3.3: We will develop a sense of community district wide in order to provide an environment conducive to working and learning.	**Timeline** Start/End Date	**Person Responsible**	**Estimated Cost**	**Funding Source**	**Indicators of Implementation**
ACTIVITIES: 3.3.1 Align character development and expectations across the district, vertically and horizontally.	2016 - 2021	Guidance Counselors	N/A	N/A	Calendar of activities available
3.3.2 Increase opportunities to involve community in activities to support character development (DARE, Great Snack Pack, Community Gardens). PBIS.	2016 - 2021	Security and Safety Specialist Principals	N/A	N/A	Character Education Traits State School Report Cards
3.3.3 Retain and expand mentor programs district wide, where every student is known and mentored by at least one adult in support of the student's educational experience.	Ongoing	Chief Student Services Officer Principals Mentoring Coordinator	TBD	TBD	Annual Report generated by Mentoring Coordinator
3.3.4 Enhance and utilize structured volunteer system.	Ongoing	Principals Public Information Office	$1,000	General Fund	Volunteer Hours Annual Report Volunteer Recognition Program
3.3.5 Implement behavioral and academic incentive recognition programs at all schools, such as PBIS.	Ongoing	Guidance Counselors Principals	$1,000 Per School		Awards Programs Parent Involvement

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		PBIS Coordinator			

GOAL 3: We will maintain a safe, supportive, nurturing environment that is conducive to working and learning.

STRATEGY 3.4: We will minimize classroom disruptions in order to provide an environment conducive to working and learning.	**Timeline** Start/End Date	**Person Responsible**	**Estimated Cost**	**Funding Source**	**Indicators of Implementation**
ACTIVITIES:					
3.4.1 Administrators will vertically and horizontally align behavioral expectations and consequences across the district (PBIS).	Ongoing	District and School Administrators Chief Student Services Officer	N/A	N/A	Approval of Student Behavior code
3.4.2 Consistent and uniform behavioral interventions and alternatives to OSS.	Ongoing	District and School Administrators	N/A	N/A	Power School Entries PBIS Reports
3.4.3 Consistent guidelines for Expectation Coaches.	2016 - 2021	Principals Expectations Coaches Chief Student Services Officer	N/A	N/A	School Handbooks Student Agendas
3.4.4 Continue to offer over-age student programs.	Ongoing	Adult Education Academy for Success	TBD	TBD	Attendance records and graduation data School Referrals Virtual School Programs Apex Learning
3.4.5 Enhance advisor/advisee programs.	Ongoing	Guidance Counselors	TBD	General Funds	School master schedules Professional Development calendar

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		Principals			

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GOAL 3: We will maintain a safe, supportive, nurturing environment that is conducive to working and learning.

STRATEGY 3.5: We will promote overall health in order to provide an environment conducive to working and learning.	**Timeline** Start/End Date	**Person Responsible**	**Estimated Cost**	**Funding Source**	**Indicators of Implementation**
ACTIVITIES: 3.5.1 Provide coordination of health education.	2016 - 2021	Coordinator of Health, Science and Physical Education	TBD	State Funds Medicaid	School Rosters Lesson Plans (science)(PE) CHEBAC Minutes
3.5.2 Provide social workers in all schools.	2016 - 2021	District Administration School Board	$65,000 Per employee	General Fund	Budget request
3.5.3 Ensure adequate staffing and resources to meet the physical, social, and psychological needs of all students.	Ongoing	Coordinator of Health, Science and Physical Education Director Special Services Lead Nurse Student Services Division	$1.5 million	General Fund IDEA Medicaid	504 Accommodation Plans Individual Education Plans Special Education Rosters School Schedules Lesson Plans Health Activity Report Social Workers Annual Report

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3.5.4	Fully fund and implement physical education requirements as set by US guidelines.	2016 - 2021	Coordinator of Health, Science and Physical Education	TBD	State Student Health and Fitness Act General Fund Grants	Elementary Related Arts Schedule Graduation Plans
3.5.5	Continue recess/physical activity time daily at all schools (outside when possible).	Ongoing	Principals	N/A	N/A	School Schedules
3.5.6	Create and continue health and wellness promotion programs for students and staff.	Ongoing	Coordinator of Health, Science and Physical Education Lead Nurse	$50,000	General Fund Grants	Examples of programs offered at each school Lesson Plans Fitness Gram Reports Employee Wellness
3.5.7	Improve overall provisions of health services in the district.	2016 - 2021	Nurse Coordinator School Nurses Chief Student Services Officer	N/A	State Formula Funds General Funds	Minutes from nurses' meetings Records from health rooms Employee Wellness Health Advisory Reports Individual Health Plans

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Goal 4

DISTRICT STRATEGIC PLAN FOR 2016-2021 **DATE: Fall 2015**

Performance Goal Area:

☐ Student Achievement ☒ Teacher/Administrator Quality

☐ School Climate (Parent Involvement, Safe and Healthy Schools, etc.) ☐ District Priority

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PERFORMANCE GOAL: (desired result of student learning)	**We will recruit, hire, and retain highly effective, diverse staff who understand what students need to succeed in a competitive, global workplace as measured by the percent of Highly Qualified and/or National Board Certified teachers.**
INTERIM PERFORMANCE GOAL:	We will participate in three (3) recruitment events/career fairs sponsored at Historically Black Colleges and Universities (HBCU) to secure diverse candidates for hire.
DATA SOURCE(S):	Teacher Licensure and Schedule information National Board for Professional Teaching Standards

OVERALL MEASURES:

Baseline 2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
HQ: 100%	100%	100%	100%	100%	100%
NBCT: 34%	34%	35%	36%	37%	38%

GOAL 4: We will recruit, hire, and retain highly effective, diverse staff who understands what students need to succeed in a competitive, global work place.						
STRATEGY 4.1: We will recruit a highly qualified and diverse staff.		Timeline	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
Activities						
4.1.1	Screen applications for highly qualified applicants.	2016-2021	Chief Human Resources Officer, Coordinator of Certified Personnel	$0		CERRA SDE website
4.1.2	Conduct job/career fairs to include recruiting at predominantly black colleges and universities.	2016-2021	Chief Human Resources Officer, Coordinator of Certified Personnel	$4,000	HR budget	Sign in sheets from compiled Google docs
4.1.3	Advertise staff vacancies on the district website, the State newspaper, and other publications and websites.	2016-2021	Chief Human Resources Officer	$8,500	HR budget	Advertisements
4.1.4	Revise job descriptions to accurately reflect job duties, required training /degree/ certification /licensure/ experience, expectations, and physical/ mental requirements.	2016-2021	Chief of Human Resources	$0		Job descriptions
4.1.5	Partner with local colleges and universities (especially those with distinguished teacher colleges) to place student interns in D5 schools.	2016-2021	Chief Human Resources Officer, Principals	$0		Student intern placement records
4.1.6	Maintain a competitive salary schedule for all D5 employees.	2016-2021	School Board, Chief of Human Resources	TBD	General Fund	Salary schedule
4.1.7	Actively support the Teacher Cadet Program to include more diversity within the program.	2016-2021	Principals, Teachers	$0		School roster of teacher cadets
4.1.8	Offer contracts for early hires in critical needs areas.	2016-2021	Chief Human Resources Officer	$0	General Fund	Contracts

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GOAL 4: We will recruit, hire, and retain highly effective, diverse staff who understands what students need to succeed in a competitive, global work place.						
STRATEGY 4.2: We will retain a highly qualified and diverse staff.		Timeline	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
Activities						
4.2.1	Support programs to retain Highly Qualified Teachers and staff.	2016-2021	Chief of Human Resources	$4,000	HR budget	Sign in sheets from complied Google docs
4.2.2	Maintain National Board Stipend.	2016-2021	School Board	$1,600,000	General fund	Budget line item
4.2.3	Refine formal orientation process for all new hires.	2016-2021	Chief of Human Resources, Benefit Specialist, Principals	$0		Orientation program(s)
4.2.4	Maximize use of interventionists and lead teachers to enhance staff expertise and facilitate collegial sharing and district-wide collaboration.	2016-2021	Principals, Content Coordinators	$0		Staff development matrices, professional inquiry cohort minutes, school based staff development agendas
4.2.5	Maintain an employee classification with detailed job descriptions and compensation plan that assures continuous and systematic review.	2016-2021	Chief of Human Resources	$0		Detailed, written job descriptions, salary schedule
4.2.6	Maintain current District 5 Board Policy outlining staffing ratios.	2016-2021	School Board, Chief of Human Resources	$0		PowerSchool data
4.2.7	Maintain common planning time for instructional staff.	2016-2021	Principals	$0		Master schedules, common planning agendas Late start added to Middle school calendar matching Elem. and Intermediate early release schedule
4.2.8	Maintain daily planning /documentation time for all staff requiring uninterrupted	2016-2021	Principals	$0		Master schedule

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GOAL 4: We will recruit, hire, and retain highly effective, diverse staff who understands what students need to succeed in a competitive, global work place.						
STRATEGY 4.2: We will retain a highly qualified and diverse staff.		Timeline	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
Activities						
	time for professional duties.					
4.2.9	Plan relevant professional development opportunities for staff that allow for differentiated levels of expertise. This includes developing on-site centers of expertise, on-site staff development as well as traveling to conferences, seminars, etc. for credit re-certification or advancement. This also includes opportunities to visit, observe and confer with peers across district, state and national boundaries.	2016-2021	Principals, Content Coordinators, Professional Development Content Coordinators	$100,000	Chief Instructional Officer's Budget School Professional Development Budgets	Professional development matrix, school based professional development plan Refined PD program #D5Leads
4.2.10	Establish a system that rewards levels of accomplishments other than state recognition programs. The system is to include private and public presentations and recognitions, tangible and intangible incentives for accomplishments.	2016-2021	Principals, District Instructional Staff, Chief Information Officer	$0		Written announcements of recognition (brochures, press releases, etc.)
4.2.11	Maintain professional libraries and resources for all staff.	2016-2021	Principals	$0	School professional development funds, media center budget	List of resources in school professional libraries. List of resources maintained by the district
4.2.12	Increase recognition of District 5 employee accomplishments (e.g. TOY, SEOY, years of service).	2016-2021	Principals, Chief Information Officer	TBD		D5 News and Highlights, other documents

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GOAL 4: We will recruit, hire, and retain highly effective, diverse staff who understands what students need to succeed in a competitive, global work place.						
STRATEGY 4.3: We will have a staff that is effective and understands what students need to succeed in a competitive, global workplace.		Timeline	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
Activities						
4.3.1	Evaluate, revise, and implement policies and procedures that support and ensure employee effectiveness.	2016-2021	Chief of Human Resources, Principals	$0		Employee evaluation and support system. Board policy
4.3.2	Provide attendance incentives for all staff.	2016-2021	Chief of Human Resources, Principals	TBD	Pupil Activity funds, private donations	Attendance records and examples of incentives. Ideas under review
4.3.3	Utilize evaluation instruments for all positions.	2016-2021	Chief of Human Resources, All Supervisory Personnel	$0		Evaluations maintained by school/District as appropriate
4.3.4	Develop; based on best practice, a yearly plan for continuous, sustained, focused professional development opportunities to ensure coordination of district and school based professional development goals. (repeated as 4.2.10 in prior version.)	2016-2021	Principals, Content Coordinators, Professional Development Coordinator	$0		Professional development matrix. #D5Leads

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GOAL 5
DISTRICT STRATEGIC PLAN FOR 2016-2021 **DATE: 2016-2021**
Performance Goal Area:
☐Student Achievement ☐Teacher/Administrator Quality
☐School Climate (Parent Involvement, Safe and Healthy Schools, etc.) ☒District Priority

PERFORMANCE GOAL: (desired result of student learning)	**We will maximize the school district's resources of time, expertise, and finances as measured by satisfactory findings of financial audits.**
INTERIM PERFORMANCE GOAL:	We will maximize the school district's resources as measured by the 2014-2015 school year financial audit.
DATA SOURCE(S):	Annual Financial Audits Utility Usage Reports

OVERALL MEASURES:

Baseline 2014-15	**2015-16**	**2016-17**	**2017-18**	**2018-19**	**2019-20**
Audit Results: Unqualified Status	Unqualified Status	Unqualified Status	Unqualified Status	Unqualified Status	Unqualified Status
Utility Consumption 32.780 KBTU/sf	31.664 KBTU/sf	31.348 KBTU/sf	31.035 KBTU/sf	30.725 KBTU/sf	30.418 KBTU/sf

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GOAL 5: We will maximize the school district's resources of time, expertise, and finances.						
STRATEGY 5.1: We will maximize time by establishing and communicating policies, procedures, and staffing models that provide for the effective operation of the system, minimize duplication of effort, and maximize instructional and planning time.		Timeline 2016-2021	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
Activities						
5.1.1	Conduct a staffing survey to review/determine roles, responsibilities, and or equity gaps.	2016-2021	Chief of Human Resources, Chief Finance Officer	TBD	TBD	Report to Superintendent
5.1.2	Reduce/minimize class time interruptions.	2016-2021	Principals	0	NA	Survey of staff
5.1.3	Continue to create and develop strategies to reduce student truancy.	2016-2021	Chief of Student Services	TBD	TBD	Attendance data
5.1.4	Utilize technology for information dissemination and as an alternative to face to face meetings and training.	2016-2021	Public Information Officer, Coordinator of Instructional Technology	TBD	TBD	Increase in the number of web facilitated trainings
5.1.5	Develop a strategic resource management plan to ensure alignment of the system's purpose and direction, including fiscal and capital resources.	2016-2021	Chief Finance Officer, Executive Staff	TBD	General Fund	Yearly financial audit

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GOAL 5: We will maximize the school district's resources of time, expertise, and finances.						
STRATEGY 5.2: We will maintain a professional development resource plan that maximizes staff and community expertise to address training needs in curriculum and instruction, assessment, communication, and administration for all personnel.		Timeline 2016-2021	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
Activities						
5.2.1	Utilize the web based storage and other licensed tools to facilitate idea/lesson sharing.	2016-2021	Technology Services	0	NA	Reports from Training Technology Leaders
5.2.2	Continue implementation of the #LeaD5 professional development model.	2016-2021	Principals, Coordinator of Academic Assistance and Professional Development	0	NA	Staff development, matrix, and schedules
5.2.3	Create more volunteer opportunities to increase parental and community involvement.	2016-2021	Chief Information Officer, Principals. Chief of Student Services	0	NA	Number of volunteer hours

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GOAL 5: We will maximize the school district's resources of time, expertise, and finances.						
STRATEGY 5.3: We will maximize the district's financial resources through proper maintenance of facilities and equipment, proper budgetary procedures, fiscal accountability, and materials and energy conservation.		Timeline 2016-2021	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
Activities						
5.3.1	Ensure that there is not duplication of job responsibilities among multiple personnel.	2016-2021	Principals, Chief of Human Resources, Executive Staff	TBD	TBD	Superintendent's Report (see activity 5.1.1)
5.3.2	Reduce paper consumption, printing costs, postage, and consumable items through strategies such as utilization of technology (i.e. on-line student registration, manage printing, Infinite Visions, etc.).	2016-2021	Chief Finance Officer	0	NA	Comparison amount of money spent on paper each year ; Implement paperless HR/Accounting System; reduce postage expenses by using electronic media where appropriate
5.3.3	Increase energy and material conservation in all district facilities to include recycling.	2016-2021	Energy and Mechanical Systems Manager			Comparison of energy costs over time; changing set points by one degree in all district facilities; periodic reminders of energy saving steps to be used by all employees; continue replacement of lighting with LED, & HVAC systems with more energy efficient options
5.3.4	Increase resources received through grants, donations, advertising/sponsorships, community partnerships, and in-kind contributions.	2016-2021	Grant Writer, Chief Information Officer	0	NA	Amount of dollars from listed sources in budget

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