

STATE OF SOUTH CAROLINA)
)
COUNTY OF LEXINGTON)

SETTLEMENT AGREEMENT

THIS SETTLEMENT AGREEMENT is made and entered into as of March 31, 2017 between and among School District Five of Lexington and Richland Counties (“District 5”) and China Construction Company of America, Inc. (“CCA”), of which both of the parties are collectively referred to hereinafter as “the Parties”.

WHEREAS, CCA, as contractor, and District 5, entered into a contract dated October 28, 2013 (“the Contract”) for the construction of Additions and Renovations to Chapin High School (the “Project”) in Chapin, South Carolina; and

WHEREAS, China asserts that it completed its construction work on the Project and demanded additional sums from District 5 for change orders, general conditions for delay, overhead, profit and payment for profit and overhead for allowances as well as payment for additional charges owed subcontractors pursuant to the Contract in a sum in excess of \$4,000,000.00; and

WHEREAS, District 5 owes CCA the remaining balance on the Contract in the amount of \$710,301.00 and for agreed Change Orders in the Amount of \$634,828.92; and,

WHEREAS, District 5 asserts that CCA has failed to correct defective work pursuant to the Contract and its Warranty Obligations thereunder; that CCA has further failed to construct the improvements according to the Contract in a manner that resulted in additional costs to District 5 and caused a diminution in the value of the project delivered by CCA to District 5; and,

WHEREAS, the Parties have engaged in extensive negotiations and participated in a multi-day mediation to resolve their differences, said mediation involving the principals as well as various subcontractors which have made substantial claims regarding the Project, and,

WHEREAS, Each of the Parties have denied all claims made by the other, except that District 5 acknowledges the aforementioned remaining balance on the Contract and agreed Change Orders; and

WHEREAS, the parties have reached an agreement as to the final amount, which will be paid for the work performed on the Project, and that this amount takes into consideration the currently approved remaining contract balance and agreed change orders, and further settles any and all other alleged change orders or claims for additional payments to CCA and its subcontractors; and that further, District 5 reserves all rights it has for any future latent defects occurring after the date of this agreement, and any rights under express and implied warranties pursuant to the Contract and applicable statutory and common law, if any, together with CCA's obligation under the Contract to provide Closing Documents and to assist District 5 with claims against any third parties involved in the project; and,

WHEREAS, the Parties have reached an agreement to resolve these disputes and wish to memorialize their agreement in writing.

NOW THEREFORE, IN CONSIDERATION of the premises, the covenants and undertakings set forth below and Five and No/100 (\$5.00) Dollars valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the Parties agree as follows:

1. Final Payments to be made.

- A. Upon the execution of this Agreement, District 5 will pay CCA the remaining balance due on the Contract constituting the sum of Seven Hundred Ten Thousand Three Hundred Seven and no/100 (\$710,307.00); and
- B. Upon the execution of this Agreement, District 5 will pay CCA the additional sum of Seven Hundred Thirty-Nine Thousand Six Hundred Ninety-Three and no/100 (\$739,693.00) dollars as a compromise payment for all of CCA's claims on the Contract offset by all of District 5's claims for quality issues and work not performed.

2. Additional Consideration by CCA

- A. CCA shall remain liable for and responsible for all of its warranty obligations, if any, provided in the Contract and by statutory or common law on any issues arising after the date of this agreement. This agreement neither creates nor modifies any existing warranty obligations.
- B. CCA shall indemnify and hold District 5 harmless from any claims relating to the Project against District 5 by any subcontractor, mechanic, materialman or other party who performed work or delivered materials of any kind to the Project.
- C. CCA shall provide any close out documents and fulfill any close out obligations still owed District 5 on the Project.
- D. CCA shall provide District 5 assistance in prosecuting claims against any other parties involved in the Project including the provision of documents, assistance identifying and producing documents, assisting District 5 in answering questions, establishing timelines, obtaining information, documents and witnesses. This assistance shall include providing witnesses to appear and testify at any deposition, hearing, mediation or contract controversy.

3. Release by CCA.

In consideration of the payments made pursuant to Paragraph 1 above, the receipt and sufficiency of which is hereby acknowledged, CCA, for itself, its subcontractors, its and their successors and assigns, does hereby remise, release, acquit, and forever discharge District 5, and its respective successors, assigns, heirs, personal

representatives, shareholders, members, officers, directors, trustees, administrators, partners, agents, insurers, servants and employees of and from any and all past, present and future claims, demands, debts, rights, actions, damages (including direct, indirect, incidental and consequential damages), costs, causes of actions, contract controversies, suits at law or in equity, expenses and fees of attorneys, expenses and fees of consultants and/or experts and all claims of any nature or kind whatsoever, now existing or which may hereinafter accrue and which arise out of or are related in any way to the Project, the work or payment for work performed including (a) the construction of the Project; (b) those claims alleged prior to the mediation as well as any other claims under the Contract, statutory or common law which could have been alleged pertaining to the Project concerning payments, charges, credits, and claims of any other kind; (c) any payments or credits claimed under the Contract; (d) any payments or credits under any submitted or un-submitted Change Orders; (e) any claims in law or at equity relating to the Project; or (e) any issue that CCA raised or could have raised at Mediation.

4. Release by District 5.

In consideration of the compromise payments made pursuant to Paragraph 1 above, and the additional consideration pursuant to Paragraph 2 above, the receipt and sufficiency of which is hereby acknowledged, District 5, for itself, its successors and assigns, does hereby remise, release, acquit, and forever discharge CCA, and its respective successors, assigns, heirs, personal representatives, shareholders, members, officers, directors, partners, agents, insurers, servants and employees of and from any and all past, present and future claims, demands, debts, rights, actions,

damages (including direct, indirect, incidental and consequential damages), costs, causes of actions, suits at law or in equity, expenses and fees of attorneys, expenses and fees of consultants and/or experts and all claims of any nature or kind whatsoever, now existing or which may hereinafter accrue and which arise out of or are related in any way to the Project, the work, or payment for work performed on the Project, except those claims reserved in Paragraph 2 herein, including all Warranty obligations owed District 5, indemnification of all claims by subcontractors, their subcontractors and materialmen, and the obligation to assist District 5 in prosecuting any other claims that it wishes to pursue against third parties relating to: (a) the design of the Project which the District may pursue against third parties, (b) the construction of the Project which the District may pursue against third parties; (c) those claims alleged in the mediation concerning payments or credits for defective work, unperformed work and diminished value which the District may pursue against third parties; (c) any payments or credits claimed under the Contract which the District may pursue against third parties; (d) District 5's claims at mediation or claims which may have been made in a contract controversy relating to the Project and work performed by CCA under the Contract which the District may pursue against third parties. **PROVIDED, HOWEVER,** that District 5 does not release, but rather specifically reserves any and all claims under the Contract that District 5 may have under express and implied warranties, if any, and any rights regarding latent defects not identified as of the date of this Agreement and other obligations imposed by law regarding the materials and workmanship on the Project together with CCA's obligations to provide close out documentation, its obligation to indemnify District 5 against claims by subcontractors, their subcontractors and

materialmen and the obligation to assist in prosecuting other claims arising from the Project.

5. Disputed Claims.

All parties hereby acknowledge that this settlement is the compromise of doubtful and disputed claims. Neither the payment of the settlement amounts nor the compromise of claims leading thereto is to be construed as an admission of liability on the part of either party, but all consideration is being paid to avoid further dispute resolution.

6. Acknowledgment of Full Payment.

After the receipt of the payments set forth in Paragraph 1 above, CCA acknowledges that District 5 has paid all amounts due under the Contract and every Change Order, Directive or other Amendment thereto.

7. No Liens on Project or Property.

CCA represents that all subcontractors and materialmen for the Project have been paid in full or will be paid in full within ten days of the receipt of the payments provided in Paragraph 1.

8. Compliance with Close Out Requirements.

CCA shall provide all close out documents to District 5 and any other entities required under the Contract including but not limited to certifications, applications for payment, architect approvals, and Mechanic's Lien waivers required for final payment under the Contract.

9. Complete Bar.

The Parties hereby acknowledge that this compromise and settlement is and shall be a complete bar to any subsequent action or proceeding to address the Contract or to set

aside or vacate this instrument because a mistake in fact or otherwise.

10. Attorneys Fees and Costs.

The Parties shall be responsible for their own attorneys' fees and costs arising out of this dispute.

11. Ownership of Claims.

CCA represents and warrants that at the time this Agreement is executed, it is the sole owner of the claims being released and that no other person, firm or entity owns any interest in the claims asserted by CCA whether by assignment, subrogation, purchase or otherwise.

12. Binding Effect.

This instrument is binding on all the parties, their personal representatives, successors, partners, agents, insurers, subcontractors, servants, employees, heirs, purchasers and assigns.

13. Choice of Laws.

This agreement shall be construed in accordance with the laws of the State of South Carolina.

14. Merger Clause.

The Parties declare and represent that they have read this agreement and acknowledge that they have the advice of counsel with respect to its execution. No promise, inducement, or agreement not herein expressed has been made by or to any party. This instrument contains the entire agreement between the parties concerning settlement of the dispute. The terms of this instrument are contractual and not a mere recital. If any paragraph or part of this agreement is found void or unenforceable, the remainder of

this Agreement shall not be affected.

IN WITNESS WHEREOF, the parties have caused the foregoing Settlement Agreement to be executed and delivered by their duly authorized officers, as of the day and year first written above.

Witnesses:

Laura Neuman

John C. Miller

Witnesses:

China Construction Company of America, Inc.

By: McWalden

Its: Regional Manager

School District Five of Lexington and Richland Counties

By: _____

Its: _____

this Agreement shall not be affected.

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Witnesses:

China Construction Company of America, Inc.

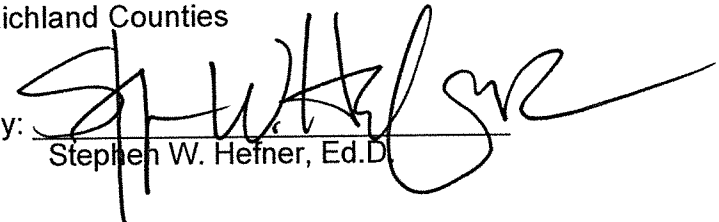
By: _____

Its: _____

Witnesses:

 4/7/17

School District Five of Lexington and Richland Counties

By: 
Stephen W. Hefner, Ed.D.

Its: Superintendent

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.

DATA SOURCE(S):	MAP VCG growth reports Graduation Rates WorkKeys
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OVERALL MEASURES:	Graduation Rates						
	Average Baseline <i>(based upon 3-year average 2012-2014)</i>	2016*	2017*	2018*	2019*	2020*	2021*
	87.2%-D5						
	87.0-**	***	***	***	***	***	***
* Represents projections of improvement							**"Districts with Students Like Ours"
*** Varies Depending Upon State Data							
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 <i>(based upon 4-year average 2012-2015)</i>	2016*	2017*	2018*	2019*	2020*	2021*
Grades 2-5 Reading: 78.0%	Grades 2-5 Reading: 78.2%	Grades 2-5 Reading: 78.4%	Grades 2-5 Reading: 78.6%	Grades 2-5 Reading: 78.8%	Grades 2-5 Reading: 79.0%	Grades 2-5 Reading: 79.2%
Grades 2-5 Math: 40.0% 77.0%	Grades 2-5 Math: 40.0% 77.2%	Grades 2-5 Math: 40.0% 77.4%	Grades 2-5 Math: 40.0% 77.6%	Grades 2-5 Math: 40.0% 77.8%	Grades 2-5 Math: 40.0% 78.0%	Grades 2-5 Math: 40.0% 78.2%
Grades 6-8 Reading: 77.1%	Grades 6-8 Reading: 77.3%	Grades 6-8 Reading: 77.5%	Grades 6-8 Reading: 77.7%	Grades 6-8 Reading: 77.9%	Grades 6-8 Reading: 78.1%	Grades 6-8 Reading: 78.3%
Grades 6-8 Math: 75.8%	Grades 6-8 Math: 76.0%	Grades 6-8 Math: 76.2%	Grades 6-8 Math: 76.4%	Grades 6-8 Math: 76.6%	Grades 6-8 Math: 76.8%	Grades 6-8 Math: 77.0%

* 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.)	<u>Timeline</u> Start/End Date	<u>Person</u> Responsible	<u>Estimated</u> Cost	<u>Funding</u> Source	<u>Indicators of</u> Implementation
<u>Activity</u> 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

		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 School Administrators		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

		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 Intervention Teachers	Number of Intervention teachers x \$65,000 salary	General Fund Title I	Review of Data for placement Student Achievement Data review (yearly) Intervention Rosters

<p>1.1.8: Provide learning opportunities for students in multiple languages, technology, engineering, arts, and CATE.</p>	<p>2016-2021</p>	<p>World Language Coordinator</p> <p>Instructional Technology Coordinator and Specialist</p> <p>School-based Technology Integration Specialists</p> <p>Content Coordinators</p> <p>CATE Director</p> <p>CATE Assistant Director</p> <p>Guidance Counselors</p>		<p>General Fund</p> <p>Title I</p>	<p>Monitoring World Language Class enrollment, CATE course class enrollment, Technology course enrollment, Course Catalog review for courses</p>
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ACTION PLAN					EVALUATION
<u>STRATEGY 1.2:</u> 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.)	<u>Timeline Start/End Date</u>	<u>Person Responsible</u>	<u>Estimated Cost</u>	<u>Funding Source</u>	<u>Indicators of Implementation</u>
<u>Activity</u> 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 Opportunities

<p>1.2.3: Increase the number of AP, IB, and/or GT endorsed teachers.</p>	<p>2016-2021</p>	<p>School Administrators Department Chairs Content Coordinators and Specialists</p>	<p>\$1500 x number of teachers endorsed</p>	<p>Title II School Funds</p>	<p>Survey number of teachers endorsed by subject area</p>
<p>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.</p>	<p>2016-2021</p>	<p>Chief Instructional Officer Professional Development Facilitators Content Coordinators Instructional Specialists Professional Development Coordinator</p>	<p>\$1000 per facilitator x 40=\$40,000</p>	<p>Title II General Budget School Funds</p>	<p>#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</p>
<p>1.2.5: Continue to support professional development focused on the district's instructional initiatives.</p>	<p>2016-2021</p>	<p>Chief Instructional Officer Professional Development Facilitators Content Coordinators Instructional</p>	<p>\$1000 per facilitator x 40=\$40,000</p>	<p>Title II General Budget School Funds</p>	<p>#LeaD5 Professional Development Model and Evaluation School Administrator Feedback Observations by Content Coordinators, Instructional Specialists, Directors, School Administrators, and</p>

		Specialists			Department Chairs Review by Chief Instructional Officer and Directors
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ACTION PLAN					EVALUATION
<u>STRATEGY 1.3:</u> 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.)	<u>Timeline Start/End Date</u>	<u>Person Responsible</u>	<u>Estimated Cost</u>	<u>Funding Source</u> (academic assistance, innovation, retraining, categorical funding, etc.)	<u>Indicators of Implementation</u>
<u>Activity</u>					
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 Chief	TBD	MSAP Grant School Funds Title I	Five year sustainability plan

		Instructional Services Officer Chief Student Services Officer Chief Information Officer		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

ACTION PLAN					EVALUATION
<u>STRATEGY 1.4:</u> 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.)	<u>Timeline</u> <u>Start/End</u> <u>Date</u>	<u>Person</u> <u>Responsible</u>	<u>Estimated</u> <u>Cost</u>	<u>Funding</u> <u>Source</u>	<u>Indicators of</u> <u>Implementation</u>
<p align="center"><u>Activity</u></p> <p>1.4.1 Use formative, interim, and summative assessment data to inform instruction in all content areas at all levels.</p>	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	<i>All In Learning</i> <i>DesCartes</i> to plan instruction AP Potential Reports

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

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.***

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 <i>(based upon 3-year average Agree/Mostly Agree from 2012-2014)</i>	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%

* Represents projections of improvement

South Carolina School Report Card

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

* Represents projections of improvement

ACTION PLAN					EVALUATION
<u>STRATEGY 2.1:</u> 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.)	<u>Timeline</u> Start/End Date	<u>Person</u> Responsible	<u>Estimated</u> Cost	<u>Funding</u> Source	<u>Indicators of</u> Implementation
<u>Activity</u>				(academic assistance, innovation, retraining, categorical funding, etc.)	
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
<u>STRATEGY 2.2:</u> 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.)	<u>Timeline</u> <u>Start/End</u> <u>Date</u>	<u>Person</u> <u>Responsible</u>	<u>Estimated</u> <u>Cost</u>	<u>Funding</u> <u>Source</u> (academic assistance, innovation, retraining, categorical funding, etc.)	<u>Indicators of</u> <u>Implementation</u>
<u>Activity</u> 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	-0-	n/a	Description of service learning and charitable project opportunities from each school sent to Chief

		Chief Information Officer			Information Officer
		Teachers and support staff			

ACTION PLAN					EVALUATION
<u>STRATEGY 2.3:</u> 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.)	<u>Timeline Start/End Date</u>	<u>Person Responsible</u>	<u>Estimated Cost</u>	<u>Funding Source</u> (academic assistance, innovation, retraining, categorical funding, etc.)	<u>Indicators of Implementation</u>
<u>Activity</u> 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 & Curriculum Integration	TBD	General Funds	Classroom observation data Lesson plans Student survey/ self-assessment on iFive goals, based on 21st century skills

		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

ACTION PLAN					EVALUATION
<u>STRATEGY 2.4:</u> 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.)	<u>Timeline</u> <u>Start/End</u> <u>Date</u>	<u>Person</u> <u>Responsible</u>	<u>Estimated</u> <u>Cost</u>	<u>Funding</u> <u>Source</u> (academic assistance, innovation, retraining, categorical funding, etc.)	<u>Indicators of</u> <u>Implementation</u>
<u>Activity</u> 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 Education	\$28,000	General Fund	District monitoring of School SET Evaluations

		Director of Secondary Education			
		School PBIS Leads			
		School Administrators			

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%

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

<u>STRATEGY 3.1:</u> We will promote facility and equipment safety in order to provide a safe environment for students and staff.	<u>Timeline</u> Start/End Date	<u>Person Responsible</u>	<u>Estimated Cost</u>	<u>Funding Source</u>	<u>Indicators of Implementation</u>
ACTIVITIES: 3.1.1 Engage in a comprehensive security/safety analysis of all district facilities to include, but not limited to: <ul style="list-style-type: none"> 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

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 Transportation Coordinator	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

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

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

<p>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)</p> <p>3.2.5 Maintain a reporting system to track compliance to include drills district wide.</p>	Annually	Safety and Security Specialist	N/A	N/A	Annual drill school report
<p>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.</p>	Ongoing	<p>Safety and Security Specialist</p> <p>Facility Coordinator</p>	N/A	N/A	<p>Traffic Study Reports</p> <p>Written requests from principals</p>

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

<u>STRATEGY 3.3:</u> We will develop a sense of community district wide in order to provide an environment conducive to working and learning.	<u>Timeline</u> Start/End Date	<u>Person Responsible</u>	<u>Estimated Cost</u>	<u>Funding Source</u>	<u>Indicators of Implementation</u>
ACTIVITIES: 3.3.1 Align character development and expectations across the district, vertically and horizontally. 3.3.2 Increase opportunities to involve community in activities to support character development (DARE, Great Snack Pack, Community Gardens), PBIS. 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.	2016 - 2021 Ongoing	Guidance Counselors Security and Safety Specialist Principals Chief Student Services Officer Principals Mentoring Coordinator	N/A N/A TBD	N/A N/A TBD	Calendar of activities available Character Education Traits State School Report Cards 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 PBIS Coordinator	\$1,000 Per School		Awards Programs Parent Involvement

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

<u>STRATEGY 3.4:</u>	<u>Timeline</u>	<u>Person Responsible</u>	<u>Estimated Cost</u>	<u>Funding Source</u>	<u>Indicators of Implementation</u>
We will minimize classroom disruptions in order to provide an environment conducive to working and learning.	Start/End Date				
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 Principals	TBD	General Funds	School master schedules Professional Development calendar

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

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

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

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

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

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 time for professional duties.	2016-2021	Principals	\$0		Master schedule

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						
4.2.9	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

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

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

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	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
		2016-2021				
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

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	Person Responsible	Estimated Cost	Funding Source	Indicators of Implementation
		2016-2021				
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
	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

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	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)
	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

AGENDA FOR STRATEGIC PLANNING COMMITTEE

October 15, 2015

Welcome and Introductions

Strategic Plan Information

- Issues
- Needs

Divide into Groups (Goal Groups)

Review Goals, Strategies and Activities 20 minutes per session

Discussion: Review the Information

Submit any questions or new information to:

Helen@handersonbg.com

Strategic Planning Outline

The vision, mission and belief statements are the same as the last five years.

- Do I need to include 2015 test results since the district was given a waiver? Or, does it need to be through 2015?

Send email to Chiefs with 2010-2015 Goals and Strategies and AdvancED report.

- The different departments will review, revise, create goals (strategies and actions) for the district strategic plan and send back to me by **September 17th**. These will be presented to the group committee members to review on September 24th.
- The AdvancED report states: *(page 10) This request was made so that we could coordinate and integrate the AdvancED and strategic planning process...Once we have completed the AdvancED process and have our results in hand, we will begin working on a new DSP.*
- The chiefs will send the names of representatives (by August 25th) that will attend the strategic planning group meetings. (**one** from each department?)

Email to principals for SIC chair names. On committee:

- 3 elementary principals (one from each area)
- 2 middle school and one intermediate school principals (different areas)
- 1 or 2 high school principals
- SIC chairs or SIC volunteers from different areas from principals (5?)

Group Meeting September 24th at DO 6:00 or 5:30 (if community members can get there by then)

- Revisions will be sent to members before the meeting for review.
- Will show revisions to group along with Dr. Hefner's goals.
- Will break into subgroups to discuss, review, revise, create and will come back to large group to review.

Document will be revised and sent to all group members for another review. It should be reviewed by all SICs. If necessary, another group meeting will be scheduled for October 10th.

Document will be submitted to Dr. Hefner and Mark Bounds.

If approved, will be submitted to Board Chair and others for signatures. The document should be submitted to SCSDE by first week in November at the latest.

Agenda for Strategic Planning Meeting

September 24, 2015

What is a District Strategic Plan?

SC State Department Requirements

Our Purpose

Process This Evening

Next Meeting, October 15th, Board Room, 4:30pm

Strategic Planning Outline

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