



Community-Inspired
2021-2026 Strategic Plan
Developed by the Henry County Board of Education

Implementation Overview

August2021_v1.0

In Henry County Schools our **STRATEGIC PLAN** is
our **COMMUNITY PLAN.**



In Pursuit of
Exceptional



TAKING ACTION TO ADVANCE
OPPORTUNITIES | ACCESS | OUTCOMES IN PURSUIT OF
AMBITIOUS GOALS

Phases of Rollout

STATE OF OUR SCHOOLS
May 11, 2021

LAUNCHED
AUGUST
2021

Target TBD #

 TBD

Quarterly
Reporting

1. UNVEILING

On May 11, 2021, Superintendent Davis unveiled the Community-Inspired Five-Year Strategic Plan to stakeholders through a public livestream event.

2. DISTRICT IMPLEMENTATION SCHEDULE

Henry County Schools has developed an implementation schedule for each Strategic Action over the next five years. The schedule outlines the projected implementation phases of each Strategic Action and tactic for the next five years.

3. SCHOOL IMPLEMENTATION SCHEDULES

Henry County Schools will be developing local school Strategic Plan playbooks to follow the district Strategic Plan implementation schedules.

4. COMMUNITY CONVERSATIONS

Henry County Schools will continue to involve the community in conversations to receive feedback on the implementation of the strategic plan.

5. ONGOING REPORTING

Henry County Schools will monitor the implementation of the strategic plan and share quarterly and annual reports to the community on the progress.



Phases of Implementation



RESEARCH

All strategic plan work begins with research to identify best practices and options for how to move the work forward.



DESIGN

After researching possible solutions and options, we use what we have learned to identify preferred solutions and design a model for deployment in Henry County Schools.



INVEST

Projects identified as being in the “Invest” phase are in the process of receiving allocated funding or hiring new staff to support implementation.



IMPLEMENT

Once a project is deployed to the district, we identify its status as “Implement”. Implementation may start with a pilot (small group impact study) before moving to full implementation across the district.



COMPLETE

Once a project has moved through the phases of implementation, we identify it as 100% complete and monitor as necessary.



2021-2026 Strategic Plan

Monitoring & Reporting of Progress

Q1 **AUG**

FIRST QUARTER
EVERY AUGUST

Q2 **NOV**

SECOND QUARTER
EVERY NOVEMBER

Q3 **FEB**

THIRD QUARTER
EVERY FEBRUARY

ANNUAL REPORT **APR**

FOURTH QUARTER/YEAR END
EVERY JUNE



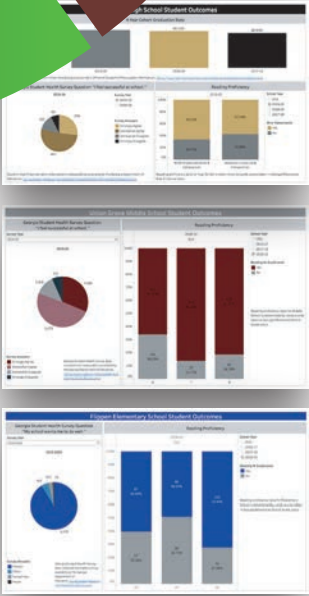
KEY PERFORMANCE INDICATORS | Student Outcomes

KPI

We are accountable to specific student outcomes that are above and beyond those monitored within the state accountability system. These key performance indicators will be consistently monitored and reported throughout the duration of the district strategic plan.



By School ▶
◀ District-Wide



Priority Student Outcome

1

Priority Outcome One: HCS will advance opportunities, access and outcomes for every group in literacy proficiency at every grade.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
Reading Growth from Grade to Grade. <i>Growth is defined as the student's actual change in reading ability compared to the expected change in a student's reading ability based on the county selected assessment.</i>	Lexile via MAP with an eventual transition to Lexile via RI or HMH Reading growth Measure	STUDY/RESEARCH DESIGN	IMPLEMENT	IMPLEMENT	MONITOR	MONITOR
Reading and Writing on or above grade level <i>Grade level is based on current enrolled grade level (e.g. PK, KK, 1st, etc.) rather than chronological age appropriate</i>	Lexile via MAP with an eventual transition to Lexile via RI or HMH Reading growth Measure to address the reading on grade level portion of this statement.	IMPLEMENT (MAP) STUDY/RESEARCH (long-term) DESIGN	MONITOR (MAP) IMPLEMENT (long-term)	IMPLEMENT INVEST	INVEST MONITOR	INVEST MONITOR
	Use of a District Common Writing Benchmark aligned with the writing and word work program that is to be acquired.	STUDY/RESEARCH DESIGN	IMPLEMENT INVEST	IMPLEMENT INVEST	INVEST MONITOR	INVEST MONITOR

Priority Student Outcome

1

Priority Outcome One: HCS will advance opportunities, access and outcomes for every group in literacy proficiency at every grade.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
<p>Access for every child to diverse grade level content, literature, resources, and world language programs.</p> <ul style="list-style-type: none"> Access to content that is standards-aligned instructional materials that include a variety of inclusive perspectives; Access to a variety of literature options that include various authors, genres, languages, interests, and perspectives accessible for readers below, at, and above grade level; Access to grade level resources that are standards-aligned and meet student's individual access and language needs presented through a variety of mediums (e.g., print, digital, manipulative, laboratory materials); and A variety of world language programs that are available within each grade band (ES, MS, and HS). 	Development or acquisition of a classroom and media center instructional resources audit tool to measure diverse content, literature and resources.			STUDY/RESEARCH DESIGN INVEST	IMPLEMENT	MONITOR
	HCS developed report on student participation in world language programs.	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR

Priority Outcome Two: HCS will advance opportunities, access and outcomes for every student group in readiness to learn at every level.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
Students who begin school kindergarten ready Kindergarten ready includes foundational skills such as: Emotional readiness, fine & gross motor skills, oral and receptive language skills, social skills, and basic literacy and math skills.	GKIDS Readiness plus HCS developed Gross Motor Skills checklist for entering kindergarten students.	DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR	MONITOR
Student participation in advance coursework at every level Advance coursework is beyond a student's current enrolled grade level designation and/or a course that is designated as accelerated, Advanced Placement, Honors, or Dual Enrollment.	HCS developed report on student participation in advance course work.	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR

Priority Outcome Two: HCS will advance opportunities, access and outcomes for every student group in readiness to learn at every level.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
Students demonstrating wellness and readiness Wellness is represented by student acquisition and application of the skills to develop healthy identities, be empathic, manage their emotions, achieve personal goals, build and maintain positive relationships and make responsible decisions.	Acquisition and implementation of Panorama	STUDY/RESEARCH DESIGN INVEST	IMPLEMENT INVEST	IMPLEMENT INVEST	INVEST MONITOR	INVEST MONITOR

Priority Outcome Three: HCS will advance opportunities, access and outcomes for every student group in college, career, and life ready skills post-graduation.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
Graduates meeting competitive acceptance requirements for University System of Georgia colleges and universities; and qualification for Zell Miller Scholarship Graduates who meet acceptance requirements for colleges deemed very selective as defined by possessing a college entrance exam score in the 25%tile and percentage who meet the Zell Miller Scholarship criteria.	HCS developed report	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
Graduates meeting college readiness benchmarks in ELA and Math Graduates who are ready for college level coursework in the areas of reading and math.	ACT, SAT, and PSAT 10 reports on HCS student's college readiness in ELA and Math	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR

Priority Student Outcome

3

Priority Outcome Three: HCS will advance opportunities, access and outcomes for every student group in college, career, and life ready skills post-graduation.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
<p>Graduates successfully completing industry certification, persisting through post-secondary degree programs, and/or eligible for high-skilled workforce options</p> <p>Students, <u>who within 4 years of graduating from HCS</u>, earn industry certification or a degree from a 2 or 4 year institution, or who enter into a job that requires a credential as evidenced by a degree or certificate to perform.</p>	Development and implementation of HCS survey of HS graduates.	STUDY/RESEARCH DESIGN	IMPLEMENT	IMPLEMENT	MONITOR	MONITOR

Priority Outcome Three: HCS will advance opportunities, access and outcomes for every student group in college, career, and life ready skills post-graduation.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
Students completing career inventories, internships/apprenticeships, and industry certifications Students who complete a career inventory, who earn an industry credential while enrolled in HCS, and students who engage in repeated, off-site (not in school-building) experience designed to allow students to engage with/shadow in-field professionals and learn/practice job skills by actively participating in work-place duties.	HCS developed report on students completing internship/apprenticeship during HS experience.	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
	HCS developed report on students who complete a pathway and earn a passing score on EOPA in areas where an industry credential is available.	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
	Acquisition and implementation of Naviance tool to collect career inventory tracking tool.	DESIGN INVEST	IMPLEMENT INVEST	IMPLEMENT INVEST	INVEST MONITOR	INVEST MONITOR

Priority Outcome Three: HCS will advance opportunities, access and outcomes for every student group in college, career, and life ready skills post-graduation.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
Students demonstrating competency in financial literacy, soft skills, and transition goals (ESE) <ul style="list-style-type: none"> Competency in financial literacy is demonstrated by proficiency in four main financial fields: 1) Income, 2) Budgeting and Management of Money, 3) Credit and Debt, and 4) Savings and Investments. Competency in soft skills is demonstrated by proficiency in essential employability & independent living skills: 1) Job-seeking (including resumes & interviews) 2) Professionalism & Meeting Employer expectations, and 3) Community & Civic engagement Students who master ESE transition goals as documented in their IEP 	HCS developed teacher checklist to monitor each student's mastery of financial literacy content by the end of a student's K-12 career.		DESIGN	IMPLEMENT	MONITOR	MONITOR
	HCS developed teacher checklist to monitor each student's mastery of soft skills by the end of a student's K-12 career.		DESIGN	IMPLEMENT	MONITOR	MONITOR
	HCS report on ESE students who master transition goals upon reaching FAPE age.		DESIGN	IMPLEMENT	MONITOR	MONITOR

Priority Student Outcome

3

Priority Outcome Three: HCS will advance opportunities, access and outcomes for every student group in college, career, and life ready skills post-graduation.

Goal Statement/Definitions	Measurement Tool	2021-2022	2022-2023	2023 - 2024	2024 - 2025	2025 - 2026
<p>Participation and performance of students on nationally-comparative metrics</p> <p>Student participation (# of students taking the assessment) and student performance (level achieved) on nationally administered assessments correlated to positive outcomes in College, Career, &/or Socio-economic status</p>	Participation and performance of HCS students on PSAT 8 and 10 as HCS's nationally-comparative metrics	IMPLEMENT INVEST	INVEST MONITOR	INVEST MONITOR	INVEST MONITOR	INVEST MONITOR

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #1: Create a community of powerful readers and writers

Outcome vision: When the initiative is fully realized over the next five years HCS, every student in Henry County Schools will be reading on or above grade level or is receiving systematic intervention and acceleration if they are not. Students will experience a culture of reading that grows not only the skill, but also the love of reading and have the opportunity to read books that provide mirrors and windows for their lives. In addition, students will be able to write proficiently about what they read and successfully communicate through their writing.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Identify and implement research-based reading and writing model for every grade level with specific skill development for listening and speaking	STUDY/RESEARCH DESIGN INVEST	IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR	MONITOR
1a. Identify and embed evidence based strategies that align with the reading and writing model to support ESE teachers with implementation aligned with the needs of students with significant cognitive disabilities	STUDY/RESEARCH DESIGN INVEST	IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR	MONITOR
1b. ASEP Extension Over the next 5 years, the Afterschool Enrichment Program will acquire reading and writing resources to use during afterschool hours to help maximize instruction from school day. ASEP will instruct every grade level with specific skill development for reading, listening, and writing	STUDY/RESEARCH	DESIGN INVEST	IMPLEMENT MONITOR INVEST	IMPLEMENT MONITOR	MONITOR
2. Align professional learning to effectively implement reading and writing instruction	STUDY/RESEARCH DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
2a. Create professional learning to effectively implement reading and writing instruction for ESE self-contained classrooms	DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
3. Develop benchmarks at every level to measure student writing mastery	STUDY/RESEARCH DESIGN	INVEST DESIGN IMPLEMENT	IMPLEMENT INVEST	IMPLEMENT MONITOR INVEST	IMPLEMENT MONITOR INVEST

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Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
4. Acquire reading and writing teaching and learning resources	STUDY/RESEARCH DESIGN INVEST IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
5. Invest in resources in order to expand access to diverse authors, titles, and texts				STUDY/RESEARCH DESIGN	INVEST IMPLEMENT MONITOR
6: Invest in resources in order to expand content that foster social and emotional standards and skills	STUDY/RESEARCH DESIGN INVEST	STUDY/RESEARCH DESIGN INVEST IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #2: Create Increase exploration of, access to, and participation in advanced content coursework and experiences.

Outcome vision: When the initiative is fully realized over the next five years, HCS students will have the opportunity to access accelerated learning in order to best prepare them for the appropriate rigor they need to grow as learners. Every student will be screened to more widely be identified to participate in advanced coursework, thus leading to larger numbers of students taking the opportunity at every level.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Increase gifted certification and/or gifted	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
2. Universally screen every elementary and middle school student for gifted services		STUDY/RESEARCH	DESIGN	INVEST IMPLEMENT MONITOR	IMPLEMENT MONITOR
3. Establish a talent development program to expand gifted strategies in every elementary school	STUDY/RESEARCH DESIGN	IMPLEMENT INVEST	IMPLEMENT INVEST	IMPLEMENT MONITOR	IMPLEMENT MONITOR
4. Offer and increase access to advanced mathematics and reading/writing for 3 rd , 4 th , and 5 th grades in every elementary school	STUDY/RESEARCH DESIGN	IMPLEMENT STUDY/RESEARCH DESIGN	IMPLEMENT DESIGN MONITOR	IMPLEMENT MONITOR	MONITOR
5. Offer and increase access to a high school level class for every student before completing middle school	STUDY/RESEARCH DESIGN	IMPLEMENT DESIGN	STUDY/RESEARCH DESIGN MONITOR	IMPLEMENT MONITOR	MONITOR
5a. Advisement processes and procedures for students and families (advisement guides)	STUDY/RESEARCH DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	
6. Offer and increase access to advance placement, dual enrollment, or career pathway completion for every student before completing high school	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW
6a. Advanced Placement	STUDY/RESEARCH DESIGN IMPLEMENT	DESIGN IMPLEMENT	IMPLEMENT MONITOR INVEST	MONITOR INVEST	MONITOR INVEST

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #2: Create Increase exploration of, access to, and participation in advanced content coursework and experiences.

Outcome vision: When the initiative is fully realized over the next five years, HCS students will have the opportunity to access accelerated learning in order to best prepare them for the appropriate rigor they need to grow as learners. Every student will be screened to more widely be identified to participate in advanced coursework, thus leading to larger numbers of students taking the opportunity at every level.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
6b. Dual Enrollment	STUDY/RESEARCH DESIGN	IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR	MONITOR
6c. Career Pathway	STUDY/RESEARCH	DESIGN IMPLEMENT	IMPLEMENT STUDY/RESEARCH	IMPLEMENT	MONITOR
7. Universally screen every middle school student for potential success in advanced coursework	INVEST IMPLEMENT DESIGN	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR
8. Conduct a schedule and course offering audit at each school to assess opportunity and access for advanced, honors, gifted, and/or advanced placement course offerings and build a plan for improvement at each school	STUDY/RESEARCH	IMPLEMENT	IMPLEMENT	MONITOR	MONITOR
9. Ensure a viable Beta Club and National Honor Society is operating at every middle and high school	STUDY/RESEARCH DESIGN	IMPLEMENT	MONITOR	MONITOR	MONITOR
10. Establish a scholar athlete leadership council at each high school	STUDY/RESEARCH DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #3: Expand Science, Technology, Engineering, & Mathematics (STEM) opportunities at every school and across the district.

Outcome vision: When the initiative is fully realized over the next five years, HCS will be a K-12 leader in providing STEM educational opportunities. At every level, students will have the opportunity to participate in STEM-based education with the culmination of the experience being the opportunity to attend a state of the art STEM High School.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Ensure a robotics and coding program at every elementary, middle, and high school	DESIGN INVEST	DESIGN IMPLEMENT INVEST	IMPLEMENT MONITOR	MONITOR	MONITOR
1a. ASEP Extension In 5 years, all programs that are interested in robotics/coding programs will be offered for the students	STUDY/RESEARCH	STUDY/RESEARCH DESIGN INVEST	IMPLEMENT MONITOR INVEST	IMPLEMENT MONITOR INVEST	IMPLEMENT MONITOR INVEST
2. Ensure a computer science course offering at every middle and high school	DESIGN	IMPLEMENT DESIGN	IMPLEMENT	MONITOR	MONITOR
3. Ensure a STEM lab space or club at every elementary school	STUDY/RESEARCH	STUDY/RESEARCH DESIGN INVEST	IMPLEMENT	MONITOR	MONITOR
3a. ASEP Extension In 5 years, all elementary Afterschool Enrichment Programs will have a designated STEM club/class 2 times a week	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	MONITOR	MONITOR
4. Ensure an engineering pathway at every middle school		STUDY/RESEARCH	DESIGN	IMPLEMENT	MONITOR
5. Design and open a stand-alone STEM high school designed with an advanced curriculum, partnerships with STEM industries, and partnerships with Tier 1 Research Institutions	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW
5a. Design of Physical Building & Logistics	STUDY/RESEARCH	DESIGN INVEST	DESIGN INVEST	INVEST	INVEST IMPLEMENT

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #3: Expand Science, Technology, Engineering, & Mathematics (STEM) opportunities at every school and across the district.

Outcome vision: When the initiative is fully realized over the next five years, HCS will be a K-12 leader in providing STEM educational opportunities. At every level, students will have the opportunity to participate in STEM-based education with the culmination of the experience being the opportunity to attend a state of the art STEM High School.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
5b. Design of Academic Programming and Partnerships	STUDY/RESEARCH DESIGN	STUDY/RESEARCH DESIGN	DESIGN	DESIGN INVEST	DESIGN
5c. Staffing	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	DESIGN IMPLEMENT	IMPLEMENT	MONITOR
6. Design and implement explicit Algebra Readiness instructional supports for grades K-8	STUDY/RESEARCH DESIGN	DESIGN	IMPLEMENT DESIGN	IMPLEMENT MONITOR	MONITOR

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #4: Expand Fine Arts at every school, and across the district.

Outcome vision: When the initiative is fully realized over the next five years, HCS will be a destination for the Fine Arts with students having access to highly effective arts programming at every school.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Ensure an extra-curricular chorus program at every elementary school and a choral program at every middle and high school	STUDY/RESEARCH DESIGN	IMPLEMENT DESIGN	IMPLEMENT MONITOR	MONITOR	MONITOR
2. Implement an early-interest orchestra or band program in elementary schools			STUDY/RESEARCH DESIGN	DESIGN	IMPLEMENT
3. Ensure an orchestra program at every middle school	STUDY/RESEARCH DESIGN	INVEST	IMPLEMENT INVEST	MONITOR	MONITOR
4. Ensure an orchestra program at every high school	STUDY/RESEARCH	STUDY/RESEARCH	STUDY/RESEARCH DESIGN	INVEST	IMPLEMENT INVEST
5. Ensure a theater program at every high school	STUDY/RESEARCH	STUDY/RESEARCH	STUDY/RESEARCH	INVEST	INVEST
6. Ensure a drama club at every elementary and middle school	STUDY/RESEARCH	STUDY/RESEARCH	STUDY/RESEARCH	STUDY/RESEARCH	DESIGN IMPLEMENT
7. Design an annual art exhibition for every level elementary, middle, and high school.	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
7a. Staffing	STUDY/RESEARCH DESIGN	DESIGN INVEST IMPLEMENT			

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #5: Expand student knowledge and skills around wellness, well-being, and real-world connections along with access to the Academy for Advanced Studies, other academic academies and world language programs.

Outcome vision: When the initiative is fully realized over the next five years, HCS will experience learning that prioritizes the Henry Teaching and Learning standards, but also have the opportunity for deeper learning in areas of study necessary for success in our community. In addition, new structures will be in place to provide K-12 experience for students within a school cluster or through the Academy for Advanced Studies.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Define and embed financial literacy skills, digital literacy skills, soft skills, and social-emotional learning skills into the Henry Teaching & Learning Standards at every level	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW
1a. Financial Literacy	STUDY/RESEARCH DESIGN	DESIGN	IMPLEMENT	MONITOR	MONITOR
1b. Digital Literacy	STUDY/RESEARCH DESIGN	DESIGN	IMPLEMENT		
1c. Soft Skills/Social-Emotional Skills	STUDY/RESEARCH DESIGN	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
2. Establish a school design framework for traditional schools to develop a “school-within-a-school” model	STUDY/RESEARCH	DESIGN	DESIGN IMPLEMENT INVEST	IMPLEMENT INVEST	IMPLEMENT
3. Expand world languages in the elementary and middle school level using in-person instruction or distance technology	STUDY/RESEARCH	IMPLEMENT	IMPLEMENT INVEST	IMPLEMENT	MONITOR
4. Design a hands-on work training program for students with the significant cognitive disabilities at the Academy for Advanced Studies	STUDY/RESEARCH DESIGN	DESIGN INVEST IMPLEMENT	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	MONITOR
5. Design elementary and middle school experiences to expose students to programming at the Academy of Advanced Studies	STUDY/RESEARCH	DESIGN IMPLEMENT	DESIGN IMPLEMENT	DESIGN IMPLEMENT	MONITOR
6. Design a non-traditional high school schedule at the Academy for Advanced Studies for access to career pathway courses outside of typical school-day times	STUDY/RESEARCH	STUDY/RESEARCH DESIGN	DESIGN	DESIGN IMPLEMENT INVEST	IMPLEMENT MONITOR INVEST
7. Increase apprenticeships, internships, and career-learning opportunities	STUDY/RESEARCH	STUDY/RESEARCH DESIGN	DESIGN	IMPLEMENT DESIGN	IMPLEMENT

STRATEGIC ACTION 1

Strategic Action #1: Advance PreK-12 learning opportunities and experiences for all students.

Initiative Statement #6: Establish firm partnerships with Henry County early childcare providers and other community partners.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have developed strong partnerships with our community and child care providers will ensure that students are ready when they enter a Henry County Kindergarten classroom. Investing in the development of community resources and partnership for Henry children ages birth to five will allow learning to flourish early and lead to strong Kindergarten readiness and success.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Identify every Henry County early childcare provider and connect to feeder elementary schools	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR
2. Convene regularly with early childcare providers to discuss K readiness standards and curriculum alignment between PreK and K	DESIGN IMPLEMENT	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	MONITOR	MONITOR
3. Report K readiness data for graduates exiting Henry County early childcare providers	DESIGN	IMPLEMENT	MONITOR	MONITOR	MONITOR
4. Establish Birth-5 community resources for school readiness	STUDY/RESEARCH	DESIGN IMPLEMENT INVEST	DESIGN IMPLEMENT	MONITOR DESIGN	MONITOR
5. Increase access to early learning experiences and assess kindergarten readiness skills upon entering kindergarten	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT INVEST	IMPLEMENT INVEST MONITOR	IMPLEMENT INVEST MONITOR	MONITOR INVEST

STRATEGIC ACTION 2

Strategic Action #2: Advance effective school leadership and classroom instruction.			Outcome vision: When the initiative is fully realized over the next five years, HCS will equip school leaders and classroom instruction with the support and tools necessary to produce exceptional outcomes for students.		
Initiative Statement #1: Establish aligned frameworks for highly effective schools, classrooms, leaders, teachers, and support professionals with a focus on positive culture and climate.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Develop and communicate leadership behaviors within the leadership framework	STUDY/RESEARCH DESIGN IMPLEMENT	DESIGN IMPLEMENT	DESIGN IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
2. Clearly define and create each framework and aligned the components (to include wellness/social-emotional learning and cultural proficiency)	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	DESIGN IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
2a. Highly Effective School	STUDY/RESEARCH	DESIGN	IMPLEMENT	MONITOR	MONITOR
2b. Highly Effective Classroom	STUDY/RESEARCH DESIGN	IMPLEMENT	IMPLEMENT	MONITOR	MONITOR
2c. Highly Effective Leader	STUDY/RESEARCH DESIGN INVEST IMPLEMENT	INVEST IMPLEMENT MONITOR	INVEST MONITOR	INVEST MONITOR	INVEST MONITOR
2d. Highly Effective Teacher	STUDY/RESEARCH	DESIGN	DESIGN IMPLEMENT	MONITOR	MONITOR
2e. Highly Effective Support Professionals	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR
3. Develop professional development associated with each framework and align pre-training, hiring, induction, coaching, performance feedback, and on-going professional development to the components of the framework	STUDY/RESEARCH DESIGN	DESIGN INVEST IMPLEMENT	MONITOR	MONITOR	MONITOR
3a. Highly Effective School Professional Development	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 2

Strategic Action #2: Advance effective school leadership and classroom instruction.			Outcome vision: When the initiative is fully realized over the next five years, HCS will equip school leaders and classroom instruction with the support and tools necessary to produce exceptional outcomes for students.		
Initiative Statement #1: Establish aligned frameworks for highly effective schools, classrooms, leaders, teachers, and support professionals with a focus on positive culture and climate.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
3b. Highly Effective Classroom Professional Development	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
3c. Highly Effective Leader Professional Development	STUDY/RESEARCH DESIGN	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
3d. Highly Effective Teacher Professional Development	DESIGN IMPLEMENT	IMPLEMENT	IMPLEMENT	IMPLEMENT MONITOR	MONITOR
3e. Highly Effective Support Professionals Professional Development	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR
4. Align data systems to the measured outcomes and align accountability throughout the organization	STUDY/RESEARCH DESIGN INVEST	IMPLEMENT DESIGN INVEST	MONITOR	MONITOR	MONITOR
4a. Accountability and determining appropriate systems	DESIGN IMPLEMENT	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR
4b. Technical system building	IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 2

Strategic Action #2: Advance effective school leadership and classroom instruction.			Outcome vision: When the initiative is fully realized over the next five years, HCS will have leaders that are equipped to implement practices that produce exceptional outcomes for students.		
Initiative Statement #2: Advance school leadership capacity to lead instruction, data teaming, collaborative planning, school improvement, and community engagement.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Invest in the direct development of leadership skills for effective leadership behaviors in designing, expanding, creating, monitoring, implementing processes and policies, and change leadership	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR
2. Develop skills to lead students, staff, and communities through a culture of increased expectations and increased accountability	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
3. Develop skills to lead the advancing of equitable opportunities, access, and outcomes	STUDY/RESEARCH DESIGN	DESIGN IMPLMENT	MONITOR	MONITOR	MONITOR
4. Recognize the teacher as the key lever to student learning and the school principal as the key lever to school improvement and align all district structures around the key lever	STUDY/RESEARCH DESIGN INVEST IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
5. Advance parent engagement and community/civic leadership	STUDY/RESEARCH DESIGN	IMPLEMENT	MONITOR	MONITOR	MONITOR
5a. Parent engagement	STUDY/RESEARCH DESIGN	IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 2

Strategic Action #2: Advance effective school leadership and classroom instruction.			Outcome vision: When the initiative is fully realized over the next five years, HCS will have created a pipeline process to recruit, develop, and retain highly effective employees for all job families.		
Initiative Statement #3: Create a pipeline that is for district leaders, school leaders, certified teachers, and classified job families.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Align aspiring school leaders cohort curriculum to the Board’s Core Beliefs, Policy BAB, the Strategic Plan, the leadership behaviors and framework	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR
2. Expand recruitment footprint for teachers and all job families	STUDY/RESEARCH	STUDY/RESEARCH	DESIGN INVEST	INVEST IMPLEMENT MONITOR	IMPLEMENT MONITOR
3. Identify and deploy high-leverage retention strategies	STUDY/RESEARCH	STUDY/RESEARCH	DESIGN	IMPLEMENT MONITOR	
4. Establish a high school student to teacher pipeline through the Teaching as a Profession career pathway, college/university partnership, and return to Henry placement strategy	STUDY/RESEARCH	DESIGN MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	DESIGN IMPLEMENT MONITOR

STRATEGIC ACTION 2

Strategic Action 2: Advance effective school leadership and classroom instruction.			Outcome vision: When the initiative is fully realized over the next five years, HCS will have established a cluster community of schools that engage the community, and enhance the parent-student family experience, and increase opportunity, access and outcomes for students.		
Initiative Statement #4: Build out school feeder-pattern K-12 clusters for the purpose of vertical articulation of academics, student and family experience, community engagement and shared civic leadership.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Clarify vertical practices in parent engagement, transition between grade levels	STUDY/RESEARCH DESIGN IMPLEMENT	DESIGN IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
2. Develop a coherent vertical articulation of academic standards, skills, and courses	STUDY/RESEARCH DESIGN	IMPLEMENT	IMPLEMENT	MONITOR	MONITOR
3. Engage community members and families as active partners in the success of HCS	STUDY/RESEARCH DESIGN	IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 3

Strategic Action 3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.

Initiative Statement #1: Expand the Partners in Education Program ensuring that every school has (at least) a faith-based partner, a small business partner, and a civic organization partner.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have a shared community commitment and partnership in preparing every student to become highly successful in a global society.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Develop and maintain a comprehensive list of faith-based, small business, and civic organizations in Henry County	STUDY/RESEARCH DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
1a. Develop and maintain a comprehensive list of faith-based organizations in Henry County	STUDY/RESEARCH IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR	MONITOR
2. Define Partners in Education for Henry County Schools	STUDY/RESEARCH DESIGN	STUDY/RESEARCH DESIGN	INVEST IMPLEMENT	MONITOR	MONITOR
3. Create standard MOU for Partners in Education and standard annual information sessions, re-commitment and recognition events	STUDY/RESEARCH DESIGN	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR
4. Communicate Partners in Education on the district website, school profile, and each school website	STUDY/RESEARCH DESIGN	DESIGN	INVEST IMPLEMENT	MONITOR	MONITOR

STRATEGIC ACTION 3

Strategic Action #3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.			Outcome vision: When the initiative is fully realized over the next five years, HCS will ensure every student will have access to a trained mentor who will promote positive student development and every school will have access to a network of support from trained volunteers who will increase the capacity of each local school to provide excellent student and family services.		
Initiative Statement #2: Establish a comprehensive volunteer and mentoring program.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Define models of volunteering and mentoring for student (peer) and community mentors.	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW
1a. Mentoring	DESIGN IMPLEMENT	INVEST IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	
1b. Volunteers	STUDY/RESEARCH DESIGN IMPLEMENT	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR
2. Develop systemic procedures for recruitment, on-boarding, and evaluation	STUDY/RESEARCH DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
3. Create a communication plan to promote mentoring within the community	STUDY/RESEARCH DESIGN IMPLEMENT	INVEST IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR

Strategic Action #3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.

Initiative Statement #3: Establish a Henry County Schools “Welcome Center” for students and families new to HCS.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have a procedure where all families will have an enriching, comprehensive and engaging experience when enrolling into school. This will be an opportunity for our families to learn about our schools, resources, and specialized opportunities. It will also be an opportunity for our schools to learn about our families’ needs, interests, and dreams.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Streamline and create consistency in new student processes, paperwork, and resources	DESIGN IMPLEMENT MONITOR	DESIGN IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
2. Make enrollment and registration materials easily accessible	STUDY/RESEARCH IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
3. Create specialized service flow for families from international locations	STUDY/RESEARCH DESIGN IMPLEMENT	DESIGN IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR
4. Create a systemic set of instructional, advisement, extra-curricular, and communication connections for students and families	STUDY/RESEARCH DESIGN	IMPLEMENT	MONITOR	MONITOR	MONITOR
5. Identify and provide immediate access to primary wraparound services for all families	STUDY/RESEARCH DESIGN IMPLEMENT	IMPLEMENT MONITOR INVEST	MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 3

Strategic Action #3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.			Outcome vision: When the initiative is fully realized over the next five years, HCS will ensure all families will see themselves reflected in the makeup of the school, instructional resources, practices, and materials. Each family, regardless of background, will feel included in the school community. Henry County Schools will celebrate and authentically engage each family’s unique characteristics and backgrounds.		
Initiative Statement #4: Ensure all students, families, and staff are welcomed and valued.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Design a culturally responsive teaching, leading and serving course	STUDY/RESEARCH	DESIGN	IMPLEMENT	MONITOR	MONITOR
2. Align resources to the course standards	STUDY/RESEARCH	DESIGN	MONITOR	MONITOR	MONITOR
3. Prepare trainers to teach the course	STUDY/RESEARCH	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 3

Strategic Action #3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.			Outcome vision: When the initiative is fully realized over the next five years, HCS will have a funding arm to actively involve stakeholders and enhance the community’s ability to offer teacher grants, student scholarships and family services.		
Initiative Statement #5: Create and incorporate a 501c-3 approved Henry County Schools Foundation.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Draft mission, by-laws and operating procedures for a Henry County Schools Foundation	STUDY/RESEARCH	DESIGN	IMPLEMENT	MONITOR	MONITOR
2. Identify grant opportunities, fundraiser opportunities	STUDY/RESEARCH	STUDY/RESEARCH DESIGN	IMPLEMENT	MONITOR	MONITOR
3. Establish scholarships, funding grants, and program investments	STUDY/RESEARCH DESIGN	RESEARCH DESIGN	DESIGN	IMPLEMENT	MONITOR

STRATEGIC ACTION 3

Strategic Action #3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.			Outcome vision: When the initiative is fully realized over the next five years, HCS will increase meaningful communication and access to school programs, curriculum, activities and educational opportunities. Effective communication between students, teachers, and families will also foster a sense of belonging for families who are non-English speaking and promote students' successful progression through school.		
Initiative Statement #6: Elevate systematic language services.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Ensure every publicly communicated document and message is available in (at least) the top two languages in Henry County	STUDY/RESEARCH DESIGN IMPLEMENT MONITOR	DESIGN IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
2. Invest in an agile, “on-call,” language support infrastructure to support school translation opportunities	STUDY/RESEARCH INVEST IMPLEMENT	INVEST MONITOR IMPLEMENT	INVEST MONITOR	INVEST MONITOR	INVEST MONITOR
3. Establish a multi-language advisory	STUDY/RESEARCH IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR

Strategic Action #3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.

Initiative Statement #7: Elevate community partnerships with local and state inter-governmental agencies.

Outcome vision: When partnerships are fully realized over the next five years with local and state intergovernmental agencies, HCS will be able to better plan for future school system growth through collaboration with the county, cities, chamber of commerce and Atlanta Regional Commission (ARC), along with implementation of new enrollment forecasting software.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Collaborate on existing and future planning development for all four cities and the county	IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
2. Review quarterly residential zoning and permits, including a single and phased developments	IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
3. Collaborate with the Chamber of Commerce and the Atlanta Regional Commission for future growth and development trends	STUDY/RESEARCH	IMPLEMENT	MONITOR	MONITOR	MONITOR
4. Acquire software to facilitate enrollment forecasting and calculating growth capacity determinants of future residential developments	DESIGN IMPLEMENT	INVEST	MONITOR	MONITOR	MONITOR

Strategic Action #3: Advance connectivity to value and engage all students, employees, families, and partners in our growing community.

Initiative Statement #8: Build out adult education programming for HCS families to provide learning and skill development opportunities.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have adult education supports that will serve as a springboard for adult learners to higher education, better-paying jobs and rewarding career paths. One of the many valuable benefits of parents and guardians obtaining a GED and language proficiency is the experience of using the academic skills that they acquire in adult education classes to assist their children with their educational journey.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Partner with technical colleges and community agencies to provide High School Equivalency Diploma	DESIGN IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
2. Design courses to provide basic literacy and math instruction	STUDY/RESEARCH DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
3. Expand English proficiency course offerings for non-English speaking families	DESIGN IMPLEMENT MONITOR	STUDY/RESEARCH DESIGN IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR
4. Develop soft skills training to prepare adults for workforce	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
5. Build out parent component to Henry Connects	STUDY/RESEARCH DESIGN IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 4

Strategic Action #4: Advance student and employee health, wellness, and support structures			Outcome vision: When the initiative is fully realized over the next five years, HCS will ensure students will acquire skills and knowledge for college and career readiness and become civically minded members of society. Additionally, it will serve as a model for the state of Georgia by providing comprehensive counseling services to every student that fosters the development of the whole child and yields post-secondary outcomes that ensures that every HCS student is competent and confident learners who are college and career ready.		
Initiative Statement #1: Establish a comprehensive school-wide counseling, academic and career coaching and advisement program.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Clearly define components of a comprehensive school-wide counseling program aligned to national standards and the role of counselor	DESIGN IMPLEMENT MONITOR	DESIGN IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
2. Develop consistent processes for communication to families for academic, post-secondary, and career planning	DESIGN IMPLEMENT INVEST	DESIGN MONITOR	MONITOR	MONITOR	MONITOR
3. Develop aligned counselor resources, tools, and professional development	STUDY/RESEARCH DESIGN INVEST IMPLEMENT MONITOR	IMPLEMENT INVEST MONITOR	IMPLEMENT INVEST MONITOR	IMPLEMENT INVEST MONITOR	IMPLEMENT INVEST MONITOR
4. Expand college access through a robust management system	INVEST IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR

STRATEGIC ACTION 4

Strategic Action #4: Advance student and employee health, wellness, and support structures

Initiative Statement #2: Establish a community health and wellness collaborative to invest in physical, emotional, academic, and mental health services, care, and resources for students.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have fully developed community health and wellness partnerships that will serve as the model for the nation on how district and communities working hand and hand can impact and change outcomes for all students.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Implement play-based movement and healthy habits programming before and after hours in elementary schools	STUDY/RESEARCH	DESIGN INVEST	IMPLEMENT	MONITOR	MONITOR
2. Ensure opportunities for recess, at all elementary schools, and exercise across all middle and high schools	STUDY/RESEARCH DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
3. Expand afterschool enrichment program content to extend academic, social, physical, and mental wellness supports beyond the school day In 5 years, the Afterschool Enrichment Program will expand all programs to be an extension of the school day in academics (with a focus in reading and writing), social, physical (with a focus on play-based movement), and mental wellness supports. The ASEP program will advertise its enrichment programming in four categories: <ul style="list-style-type: none"> • Academics • STEM • Fine Arts • Wellness 	STUDY/RESEARCH	DESIGN	INVEST	IMPLEMENT	MONITOR
4. Measure and monitor health and wellness perceptions of students	DESIGN INVEST IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR

STRATEGIC ACTION 4

Strategic Action #4: Advance student and employee health, wellness, and support structures

Initiative Statement #2: Establish a community health and wellness collaborative to invest in physical, emotional, academic, and mental health services, care, and resources for students.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have fully developed community health and wellness partnerships that will serve as the model for the nation on how district and communities working hand and hand can impact and change outcomes for all students.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
5. Develop comprehensive plan for increasing family and community partnerships to meet the academic, social, emotional, and health needs of students	STUDY/RESEARCH DESIGN IMPLEMENT	DESIGN INVEST IMPLEMENT	MONITOR	MONITOR	MONITOR
6. Establish Health Council to review and recommend appropriate resources and services	DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
7. Establish a student centered regulation for Board Wellness Policy (EEE).	STUDY/RESEARCH DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
In 1 year, HCS will have a codified system on student wellness monitoring					

STRATEGIC ACTION 4

Strategic Action #4: Advance student and employee health, wellness, and support structures

Initiative Statement #3: Establish an employee wellness framework and wellness commitment.

Outcome vision: When the initiative is fully realized over the next five years, HCS will ensure employees will experience a working environment that models and actionizes the value of wellness. All employees will have access to a comprehensive set of resources and opportunities to monitor and advance individual well-being. Healthy employees create healthy environments and conditions for students to learn at high levels.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Expand health and wellness partnerships and opportunities for all employees	STUDY/RESEARCH DESIGN	IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
2. Create an employee health and wellness toolkit	DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR
3. Launch wellness campaigns targeting employee participation in physical activity, healthy, and wellness	STUDY/RESEARCH DESIGN	IMPLEMENT	IMPLEMENT MONITOR	MONITOR	MONITOR
4. Measure and monitor health and wellness of employees	INVEST DESIGN IMPLEMENT MONITOR	IMPLEMENT MONITOR	MONITOR	MONITOR	MONITOR
5. Establish an employee centered regulation for Board Wellness Policy (EEE)	STUDY/RESEARCH DESIGN IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR

STRATEGIC ACTION 4

Strategic Action #4: Advance student and employee health, wellness, and support structures			Outcome vision: When safe and healthy environment services are fully realized over the next five years, HCS will be able to provide opportunities for restorative practices for students through the Code of Conduct, supports for trauma-informed care and therapeutic behavior interventions, and physical space safety improvements through access control and enhancements to ventilation systems.		
Initiative Statement #4: Develop a continuum of services to ensure that every student is learning in a safe and healthy environment.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Create clear and consistent process to restore students into the school and learning environment following engagement with the Code of Conduct	STUDY/RESEARCH DESIGN INVEST IMPLEMENT	INVEST IMPLEMENT MONITOR	INVEST MONITOR	INVEST MONITOR	INVEST MONITOR
2. Create clear and consistent supports to provide trauma-informed care	DESIGN IMPLEMENT	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR
3. Create clear and consistent processes and supports for therapeutic behavior interventions and behavior replacement strategies	STUDY/RESEARCH DESIGN INVEST IMPLEMENT	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR
4. Install single-point of entry buzzer system in every ES, MS, HS, and district facility	DESIGN INVEST	IMPLEMENT	N/A	N/A	N/A
5. Install HVAC in every ES gymnasium	DESIGN INVEST	INVEST	INVEST IMPLEMENT	N/A	N/A

Strategic Action #5: Advance a High-Performing Operational Culture

Initiative Statement #1: Acquire and implement an enterprise resource management system with the capability to integrate the processes of finance, human resources, procurement, and document management.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have acquired and implemented an enterprise management system that integrates processes of finance, human resources, procurement, and document storage. HCS will have increased workflow efficiency by aligning business processes cross-divisionally.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Identify and document “as-is” business processes, inclusive of systems, key data elements, people, and roles	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	SEE DETAILS BELOW	N/A
1a. Finance	STUDY/RESEARCH	N/A	N/A	N/A	N/A
1b. Human Resources	STUDY/RESEARCH	N/A	N/A	N/A	N/A
1c. ERP Maintenance & Document/Workflow Management	STUDY/RESEARCH	N/A	N/A	N/A	N/A
2. Analyze inherent risk embedded within document processes and evaluate short-term remediation opportunities (i.e. continuous improvement) and long-term remediation requirements (i.e. system use cases that support ERP search)	STUDY/RESEARCH DESIGN	N/A	N/A	N/A	N/A
3. Landscape all supporting application systems that sit outside of the present ERP, document use cases and assess future needs	STUDY/RESEARCH DESIGN	N/A	N/A	N/A	N/A
4. Solicit ERP partners to identify system that best fits Henry County Schools desired business practices and acquire ERP	DESIGN	INVEST	INVEST	INVEST	N/A
5. Identify/hire a project implementation manager to govern business process transition and build out of work processes within the acquired ERP		INVEST IMPLEMENT MONITOR	IMPLEMENT MONITOR	IMPLEMENT MONITOR	
6. Update process/systems documentation as processes migrate to the acquired ERP		IMPLEMENT	IMPLEMENT	IMPLEMENT	

Strategic Action #5: Advance a High-Performing Operational Culture

Initiative Statement #2: Develop and implement a comprehensive data strategy and support structures.

Outcome vision: When the initiative is fully realized over the next five years, HCS will have developed and implemented a system for reporting performance for the district and for every school that is rigorous, easy to understand, and transparent about the priority outcomes outlined in the district’s strategic plan. This system will include a visual data dashboard that consists of indicators to track.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Assess current data landscape and current technology platforms in use for data warehousing, records management, and data visualization	STUDY/RESEARCH	MONITOR	MONITOR	MONITOR	MONITOR
2. Establish a data management team	IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
3. Define a data reporting hierarchy to establish reporting priority levels and reporting frequency mandates (e.g. Critical reports available on demand, Priority reports available monthly)	IMPLEMENT	MONITOR	MONITOR	MONITOR	MONITOR
4. Based on reporting hierarchy prioritization, analyze and document reported data elements contained in the report to clarify definitions of reported metrics, sources used (systems of record), etc.	INVEST IMPLEMENT	DESIGN INVEST IMPLEMENT	MONITOR	MONITOR	MONITOR
5. Establish data owners for key systems of record and establish data quality measurement processes; identify data liaisons within each department that interface with the data management team to create reporting or address data quality concerns	STUDY/RESEARCH	IMPLEMENT	MONITOR	MONITOR	MONITOR

Strategic Action #5: Advance a High-Performing Operational Culture			Outcome vision: When the growth and replacement plan is fully realized over the next five years, HCS will be able to replace equipment for every classroom, school common space, and office space through a basic equipment list (BEL) manual for both existing and new facilities.		
Initiative Statement #3: Establish a basic equipment list and growth and replacement plan of basic equipment for every classroom, school common space, and office space.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Benchmark Property Management practices of high performing school districts, including review of growth and replacement practices to define HCS standards	STUDY/RESEARCH	N/A	N/A	N/A	N/A
2. Development of policy/regulation concerning replacement of equipment	N/A	N/A	N/A	DESIGN IMPLEMENT	MONITOR
3. Create basic equipment list for every classroom, school common space, and office space and design review, solicitation, and replacement schedule	N/A	DESIGN	DESIGN INVEST IMPLEMENT	INVEST IMPLEMENT	INVEST IMPLEMENT
4. Design a growth and replacement plan for equipment, supplies, materials for band, orchestra, visual arts, CTAE, athletic programs, and weight rooms	N/A	DESIGN	INVEST IMPLEMENT	INVEST IMPLEMENT	INVEST IMPLEMENT

Strategic Action #5: Advance a High-Performing Operational Culture

Initiative Statement #4: Evaluate and update compensation and classification infrastructure and address position control, internal accountability processes, and new with-in job family career ladders.

Outcome vision: When the initiative is fully realized over the next five years, HCS will experience increased staff retention, greater employee satisfaction, and significant recruitment leverage due to a more competitive employment landscape, upon the compensation and classification infrastructure being studied and improved.

Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Create career pathways for all job classifications to influence employee advancement and retention	STUDY/RESEARCH DESIGN INVEST	STUDY/RESEARCH DESIGN	INVEST IMPLEMENT		
2. Conduct compensation study and define long-term planning requirements to address identified opportunities	STUDY/RESEARCH DESIGN INVEST	DESIGN IMPLEMENT	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	
3. Leverage compensation study and organization assessments to design and formalize in-job career pathways			IMPLEMENT		

STRATEGIC ACTION 5

Strategic Action #5: Advance a High-Performing Operational Culture			Outcome vision: When the energy management plan is fully realized over the next five years, HCS will be able to monitor power/water/gas consumption system-wide and implement strategies to reduce usage through school system policy.		
Initiative Statement #5: Expand energy management plan across school district.					
Tactic	2021-22	2022-23	2023-24	2024-25	2025-26
1. Continued investment in energy management software/hardware for all facilities	DESIGN INVEST IMPLEMENT	INVEST IMPLEMENT	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR	INVEST IMPLEMENT MONITOR
2. Implementation of water flow monitoring equipment	DESIGN	INVEST IMPLEMENT	MONITOR	MONITOR	MONITOR
3. Development of policy/regulation regarding energy consumption	STUDY/RESEARCH	DESIGN	INVEST DESIGN IMPLEMENT	IMPLEMENT	