CHEROKEE COUNTY SCHOOL DISTRICT
FIVE-YEAR STRATEGIC PLAN
2014-2018

CHEROKEE COUNTY BOARD OF EDUCATION

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OCTOBER 16, 2014

CHEROKEE COUNTY SCHOOL DISTRICT

Mission Statement of the Cherokee County School District

We, the School Board of Cherokee County, Georgia, commit ourselves to a philosophy of respect and high expectations for all students, parents, teachers and other staff. Our mission is to enable all students to become contributing citizens who can communicate effectively, gather and use information, make responsible decisions, utilize technology effectively and adapt to the challenges of the future. This mission will be accomplished by providing a variety of learning opportunities and experiences for students, both in school and in the community.

Message from the Superintendent of Schools

October 16, 2014

The Cherokee County School System's long term District Strategic Plan is a fundamental component of our accountability policy.

- ♦ The Major System Priorities provide the foundation and rationale for all objectives.

- ♦ Data and benchmarks have been developed to prioritize use of personnel and resources and measure progress over time.

Sincerely,

Frank R. Petruzielo
Superintendent of Schools

Major System Priorities

1. Establishing internationally competitive standards for student performance and an accountability system and policy framework designed to insure that all students are challenged individually and collectively to meet more rigorous standards.

2. In collaboration with technical colleges, other institutions of higher learning and the local business community, insuring that career, technical and agricultural education programs prepare students for a diverse and technologically rich society.

3. Insuring that all students and staff have a safe and secure environment for teaching and learning.

4. Attracting, retaining and training the best teachers, principals and support staff.

5. Utilizing technology both to improve student achievement and to increase the school district's productivity and efficiency as a major business enterprise.

6. Increasing parental and community involvement through public engagement policies and practices that treat parents, business, community-based organizations and agencies, local institutions of higher learning and other public entities as true partners in the educational process.

7. Addressing exploding student population growth, recognizing that there is a large gap between the school district's facilities and technology needs and available capital outlay revenue.

8. Reviewing the potential for utilizing the school district's existing public education facilities to establish self-supporting community school evening/week-end educational programs for interested Cherokee County adults.

School Board Beliefs

- ❖ All students deserve the opportunity to learn, achieve success and become productive citizens.

- ❖ Education/learning is a shared responsibility and should take place in the home, at school and in the community.

- ❖ All students can learn; but they learn in different ways, at different rates and with different preferential learning styles.

- ❖ Learning is achieved through the use of a variety of effective teaching techniques.

- ❖ A safe and secure environment is essential for teaching and learning.

- ❖ All students should be taught by teachers and parents how to learn and how to become lifelong learners.

- ❖ All students deserve equal access to a quality education.

- ❖ Quality education requires quality staff, programs, facilities, equipment and technology.

- ❖ Parent and community participation, support and responsibility are essential to the positive social, emotional, cultural and academic development of every student.

- ❖ Student achievement is enhanced through partnerships with parents, business, community-based organizations and agencies, local institutions of higher learning and other public entities.

- ❖ All policy, administrative, instructional and educational support decisions should be based on student needs and what is best for students.

- ❖ Diversity should be promoted so that isolation of racial, ethnic and socioeconomic groups is avoided and education is enhanced in a diverse, inclusive setting.

- ❖ All schools should be accountable for improving student achievement.

- ❖ All schools should reflect school-based, participatory management.

- ❖ All students must be prepared for a knowledge-based, technologically rich and culturally diverse 21st century.

- ❖ All staff should have access to results-driven professional development and training which is aligned with the School Board's Major System Priorities and School Improvement Plans. Such professional development and training must be standards-based, job-embedded and collaborative; and it must be designed to establish and maintain an organizational culture that insures continuous improvement.

- ❖ All staff should have access to a safe, productive and rewarding work environment.

Cherokee County School District Data Collected to Measure Progress

Student Profile

- ❖ Enrollment Pre K-12
- ❖ Diversity – by race, ethnicity and gender
- ❖ Percent of students receiving free/reduced lunch
- ❖ Percent of students enrolled in Special Programs (ESOL, EIP, REP, Gifted, RTI and Special Education)
- ❖ Percent of students in grades 3-8 performing at grade level
- ❖ Percent of Students with Disabilities (SWD) within the regular education classroom
- ❖ Retentions by grade level
- ❖ High School Graduation Rate – four and five year extended rates, as calculated on the College and Career Readiness Performance Index (CCRPI)
- ❖ High School Dropout Rate

Test and Accountability Data

- ❖ Percent of students meeting standards on Georgia Kindergarten Inventory of Developing Skills (GKIDS)
- ❖ Percent of students meeting national average on Norm Referenced Tests – reading, mathematics, science, social studies (Grades 3, 5 and 7)
- ❖ Cognitive Abilities Test (CogAT) – School Ability Index (Grades 2, 4 and 7)
- ❖ Percent of students in grade 3 achieving a Lexile measure equal to or greater than 650
- ❖ Percent of students in grade 5 achieving a Lexile measure equal to or greater than 850
- ❖ Percent of students in grade 8 achieving a Lexile measure equal to or greater than 1050
- ❖ Percent of high school students achieving a Lexile measure greater than or equal to 1275 on the American Literature EOCT
- ❖ Georgia Milestones (EOG) Grades 3-8
- ❖ Percent of elementary and middle school English Learners with positive movement from one Performance Band to a higher Performance Band as measured by the ACCESS for ELs
- ❖ Percent of students completing 2 or more state defined career related assessments/inventories by the end of grade 8
- ❖ Percent of students with a completed Individual Graduation Plan by the end of grade 8
- ❖ Percent of 5th grade students passing at least five courses in core content areas (ELA, reading, mathematics, science, social studies)
- ❖ Percent of 8th grade students passing at least four courses in core content areas (ELA, mathematics, science, social studies)
- ❖ Percent of high school graduates completing a focus area (CTAE, advanced academic, fine arts, or world language) within their program of study
- ❖ Percent of high school graduates: entering college not requiring remediation or learning support courses; or scoring at least 22 out of 36 on the composite ACT; or scoring at least 1550 out of 2400 on the combined SAT; or scoring 3 or higher on two or more AP exams
- ❖ Percent of high school graduates earning high school credit(s) for accelerated enrollment via College Credit Now, Dual HOPE Grant, Move On When Ready, Early College or Advanced Placement courses
- ❖ Percent of high school graduates successfully completing 1 or more Advanced Placement courses
- ❖ Percent of AP exams that earned college credit
- ❖ Percent of students taking Honors or AP classes
- ❖ SAT scores/Percent of students taking SAT; American College Testing (ACT) scores/Percent of students taking ACT; P-SAT participation

- ❖ Georgia Milestones End-Of-Course tests (EOC)
- ❖ Percent of students meeting the standard on Georgia Alternate Assessments
- ❖ Number of middle school students taking high school courses and number of students receiving high school credit
- ❖ Performance of 8th grade students taking the 21st Century Technology Skills Assessment

School Climate Components

- ❖ Average daily attendance of staff and students
- ❖ Percent of students with more than six and more than 15 absences
- ❖ In-school and out-of-school suspensions/expulsions
- ❖ Number of discipline incidents and administrative actions among public school students reported to State
- ❖ Teacher Keys Effectiveness System Student Survey
- ❖ Leader Keys Effectiveness System Climate Surveys
- ❖ Safe and Substance Free Learning Environments
- ❖ Persistently Dangerous Schools
- ❖ Georgia Student Health Survey II (GSHS II)
- ❖ Georgia School Personnel Survey (GSPS)

Parent/Community Participation

- ❖ School Council composition
- ❖ Participation in Customer Surveys
- ❖ Georgia Parent Survey
- ❖ Georgia Department of Education (GDOE) Special Education Parent Satisfaction Survey
- ❖ CCSD Special Education Parent Satisfaction Survey
- ❖ Number of business partnerships; Business involvement with Mentoring, Internships, Scholarships
- ❖ Number of fans and followers on Facebook and Twitter
- ❖ Needs Assessment Surveys
- ❖ Career, Technical, Agricultural Education Advisory Committee Recommendations
- ❖ Technology Advisory Committee Recommendations
- ❖ Number of Senior Project Facilitators and Judges
- ❖ Number of Career Fair Presenters
- ❖ Participation in PTA organization at every school in the District
- ❖ Percent of parents utilizing Family Portal
- ❖ Percent of students utilizing Student Portal

Facilities/Finance

- ❖ Percent of schools over capacity with or without number of portable classrooms
- ❖ Gap between needed facilities and anticipated revenue
- ❖ Total operating expenditures per Full Time Equivalent (FTE) student average
- ❖ Operating expenditures as a percent of total by Function and Object
- ❖ Administrative cost as a percent of total operating expenditures and per FTE student
- ❖ Instructional cost as a percent of total operating expenditures and per FTE student
- ❖ Teacher to Administrator ratio
- ❖ Amount of Federal, State, Local, Grant, Competitive Grant and Formula revenues received annually
- ❖ Total state QBE revenue received per FTE student
- ❖ Historical millage rate and property tax receipts

Teacher Profile

- ❖ Percent of classroom teachers annually engaged in professional development courses
- ❖ Percent of teachers with advanced degrees, STEM 21, ESOL, Math, Science and Gifted endorsements
- ❖ Number of highly qualified teachers/Number of classes taught by teachers not in teaching field

❖ Objective 1 — Increase achievement levels for Cherokee County School District students to insure their international competitiveness and adaptability to an ever changing technological society. Defined target areas for student improvement during the next five years include the following assessment goals:

❖ College Admission Testing (SAT and ACT)

  The mean SAT scores for Cherokee County students will meet or exceed the national average.

  The mean ACT scores for Cherokee County students will meet or exceed the national average.

> Cherokee County School District SAT scores are 69 points above the combined total average of the Nation and 115 points above the State in critical reading, mathematics and writing! All six high schools exceeded the State average on the combined total by 53 to 145 points; and all five high schools exceeded the National average by 7 to 97 points. The District had the highest average SAT scores in Metro Atlanta!

❖ Criterion Referenced Testing

  The percentage of students passing Georgia Milestones End of Course (EOC) and End of Grade (EOG) tests will meet or exceed the state average. The percentage of students who pass the Georgia High School Writing Test (GHSWT) will exceed 96% with no high school having less than 92% passing.

  Test participation rates will meet or exceed 95% for all subgroups for all state assessments.

❖ Norm-Referenced Testing

  For students in grades 3, 5 and 7, the national percentile rank of the average score will remain above the national average each year in Reading, Math, Science and Social Studies.

❖ Attendance and Completion

  The percentage of students absent 15 or more days per year will remain at or below 5%.

  School Completion Rate: The percentage of students who graduate with a regular high school diploma in four, four and one-half and five years will increase each year.

Action Steps		Time Line	Evaluation Measures
1.1	Provide teachers with essential tools to maintain and update student performance standards [including Georgia Student Performance Standards (GSPS) in the areas of English Language Arts and Mathematics], identify and prioritize critical course content, and address individual differences in the way students learn. • State assessments that support the new GSPS standards will be developed and implemented with final implementation by the State in 2014-15. • Support teachers' use of effective instructional strategies and best practices, with emphasis on questioning strategies to engage students, assess student understanding and which challenge students to think critically. • Teaching and learning resources will be acquired or developed that are aligned with standards through the adopted instructional management system. • Writing standards will be aligned with best practices in teaching of writing and student assessment methodology in writing. • Professional development will continue to be provided in differentiation of instruction for all students. • Continue to provide targeted training to supportive instructional paraprofessionals and related teachers to increase strategies and capacity to provide for academic, behavioral and social needs of students with disabilities in the general education environment. • The allocation of resources will continue to be assessed with the goal of applying additional resources to students who have academic deficits.	2014-18	Student achievement results

	- The District will provide support and accommodations to allow an increase in the percentage of time that special education and ESOL receive instruction in the general education setting. - Implementation of new Career, Technical and Agricultural Education classes, performance standards and End of Pathway Assessments will continue. - Science, Technology, Engineering and Mathematics (STEM) will be reflected across the curriculum with emphasis placed on recognizing and expanding examples of existing and emerging innovative, project-based, student-centered programs, activities and strategies in STEM Academies and classrooms and extracurricular programs.		
1.2	Continue development and expansion of C3 Academy to provide a variety of digital and virtual learning opportunities to help make our students more successful in college and career selection through: - Provide initial credit through Georgia Virtual School (GaVS) or other providers from the Georgia Online Clearinghouse; - Continue to explore opportunities for elementary students to participate in virtual and online learning. - Continue to provide and accommodate opportunities for middle school and high school students to participate in online learning. SB289 (approved 2012) provides additional online course choices for CCSD students. Beginning with the 2012-13 school year, students have the opportunity to take a Georgia Virtual School (GaVS) course as part of the regular six period day. This includes courses that are currently offered on campus through traditional face-to-face instruction. Students, who have made this request, work with counselors and school administrators to obtain a course schedule which could include one or more GAVS course(s). Two hundred and eight students were enrolled in 403 courses during SY 2013-14, and currently 139 students are enrolled in 217 GaVS courses for first semester of this year (SY 2014-15). - Provide initial credit through Apex in piloted locations–ACE Academy and Polaris Evening School. - Continue to provide Apex opportunities for students and training/support for teachers. - Explore expansion of initial credit through Apex in additional alternative settings. - Provide credit recovery through Credit Connect at traditional high schools or the Polaris Evening Program. - Continue to maintain, expand and support the District's online credit recovery initiative. 1,548 students attempted 3,414 online courses and earned a total of 3,015 credits during SY 2013-14. - Provide blended learning opportunities combining traditional classroom instruction with digital content. - Explore and support "flipped" classroom pedagogy. - Expand personalized learning strategies through Bring Your Learning Device (BYLD) initiative.	Ongoing	Analysis of Data - Programmatic - Fiscal Annual Status Report
1.3	Develop and implement a comprehensive student assessment program that reports the progress of CCSD students in meeting national, state and local standards as well as determining the degree to which they are successful in meeting their post-secondary school goals. All available resources will be utilized in disaggregation of assessment data for all subgroups.	Ongoing	Comparison charts of test results

	o A district-wide protocol for students in grades 10-11 to take the Preliminary Scholastic Assessment Test (PSAT)/National Merit Scholarships Qualifying Test (NMSQT) and the utilization of item analysis to evaluate and improve instructional methodology will be established. o Implement and expand training on the district Student Information System for teacher disaggregation of data as well as the State Longitudinal Data System. o Continue to implement CTAE End of Pathway assessments. o Continue gathering data for ongoing review and monitoring of College and Career Readiness Performance Index (CCRPI). o Implement 8th grade 21st Century Skills Assessment to provide administrators and teachers data relative to the integration of the National Education Technology Standards for Students (NETS–S) into the curriculum. o State Longitudinal Data System will be used to analyze trends; evaluate programs; and assist teachers, administrators, School Councils and School Data Management Teams in identifying ways to increase student achievement in conjunction with student information system data capabilities. o Utilize capabilities of State Longitudinal Data System as defined in Race to the Top (RT3) to build a statewide P-20 Pipeline of student, teacher, school and district performance data. o Continue to provide students, parents, teachers and administrators with real-time, trustworthy data and resources designed to inform instruction and support student academic achievement. o Analyze assessment data to determine progress toward goals. o State assessments that support the new GSPS standards will be developed and implemented with final implementation by the State in 2014-15. o Implement ACCESS and World-class Instructional Design and Assessment (WIDA) standards for English Learners (EL) students as a source of assessing progress and academic readiness.		

1.4	Conduct annual revisions of individual School Improvement Plans (SIP).
	• School and community profile
	• School mission and beliefs
	• Comprehensive needs assessment based on Effective Schools Research
	• Measurable objectives reflecting current student performance data and needs assessment data.
	• Assess student progress toward annual objectives and use data to determine appropriate teaching/learning strategies and interventions.
	• Action plan to meet measurable objectives, including integration of Science, Technology, Engineering and Mathematics (STEM) initiatives and research based strategies, for all schools to meet and exceed CCRPI indicators for all subgroups, regardless of the size of the subgroups.
	• Documentation of results of SIP plan
	• School-based Plans:
	   - Response to Intervention
	   - SACS-CASI Checklist
	   - Technology Use
	   - Safety and Security
	   - Character Education
	   - CTAE compliance review (as applicable)
	   - Homework
		Annually	School Improvement Plan checklist completed by review committee and approved by Superintendent and School Board
			
			Progress toward meeting objectives reported in following year's plan

	- Attendance and Truancy Prevention - School Technology Professional Development Plan correlating directly to academic objectives in SIP - Teacher As Advisor (TAA) - Title I (if applicable) - Waiver request (if applicable) - Corrective Action Plan (if applicable)		
1.5	Continue to expand the Cherokee County Career Pathways model for all students in grades K-12. A system-wide structure of activities, opportunities and courses through career awareness in elementary schools, career exploration in middle schools and career pathways at the high school level will be incorporated throughout the curriculum. 354 CCSD 2014 graduates were honored as Pathway Completers at graduation ceremonies, wearing bronze "Pathway" medals to signify their achievement.	2014-18	Evaluation programs developed by Curriculum and School/Community Partnerships
1.6	Continue to implement a Teacher As Advisor program in grades 6-12 that includes performance standards for study skills, career interest/development, digital citizenship, high school course selection, post-secondary education opportunities and career pathway selection. The School District annually publishes a High School Course Selection Guide that includes comprehensive descriptions of each course offered by the District and guidance information to facilitate the completion of each career pathway offered. As an additional resource, the district has contracted for the use of an online career development system that allows advisors to manage their students' ongoing career portfolio, high school graduation plan, post-secondary planning and career interest assessments.	2014-18	Curriculum Mapping: Yearly Course Map
1.7	Plan, develop and implement an Academic Improvement Plan (AIP) for students designated by teachers and principals as being significantly at-risk of not mastering student performance standards. Currently, all students in Tiers 2 and 3 of CCSD's Response To Intervention (RTI) initiative receive a Pyramid Of INTervention (POINT) plan.	2014-18	POINT Plan
1.8	Work with community agencies to decrease absences and tardies among students who are absent more than 15 days per year.	2014-18	Analysis of attendance reports
1.9	Collaborate with the Georgia Department of Education, Governor's Office of Student Achievement and participating School Districts in the training, piloting and implementation of components of the RT3 grant initiative.	2014-18	Implementation of Common Core Standards, Teacher/Leader Evaluation System and State Longitudinal Data Systems and Induction Programs
1.10	Increase capacity to provide formative and summative standards-based assessments for all students, which is intended to supplement Report Cards.	2014-18	Standards-based reports

❖ **Objective 2** —Establish a system of choice-based, specialized educational programs designed to meet the academic needs of students and offered within existing classroom space and/or stand-alone programs in repurposed CCSD facilities.

Action Steps		Time Line	Evaluation Measures
2.1	Develop and implement, in collaboration with District partners, Science, Technology, Engineering and Math (STEM) units of study and programs for grades K-5/6 at designated elementary schools in appropriate geographic regions, exploring expansion to include middle school(s). Over 300 applicants took advantage of the enrollment opportunity this school year. Combined with the students already attending a school designated as one of the Academies, over 3,300 students are enrolled and receiving the STEM or Fine Arts curriculum offered through the six Cherokee Academies during the 2014-15 school year.	2014-18	Implementation Plan: • Programmatic • Operational • Fiscal Annual Status Report
2.2	Develop and implement, in collaboration with District partners (e.g., Arts Now), Performing and Visual Fine Arts programs for grades K-5 at designated elementary schools in appropriate geographic regions; exploring expansion to include a designated middle school(s) and high school(s).	2014-18	Implementation Plan: • Programmatic • Operational • Fiscal Annual Status Report
2.3	Provide STEM 21 training for the staff of STEM Academies in the areas of project-based learning and instructional technology.	2014-18	Participation statistics
2.4	Develop and implement, in collaboration with District partners, local businesses and industries, the Cherokee College and Career Academy. The Academy will provide a variety of academic and career-based learning opportunities for students by expanding CCSD's smaller learning communities in the form of the C3 Academy, Polaris Evening Program and ACE Academy, with more access to Career, Technical, Agriculture Education (CTAE) career clusters and career cluster pathways.	2014-18	Implementation Plan: • Programmatic • Operational • Fiscal Annual Status Report
2.5	Investigate the potential to develop, in collaboration with District partners, an accelerated academics program (e.g., International Baccalaureate and/or State STEM-Certified Programming) at elementary, middle and/or high school levels.	Ongoing	Availability of potential funding and resources
2.6	Explore and support opportunities for schools to apply for the Georgia Department of Education State STEM School or Program Certification. State certification involves an application with appropriate documentation, an exploratory visit by state officials, and a final alignment consultation analyzing the documentation and the results of the visit by Department of Education officials.	Ongoing	State DOE report and results
2.7	Provide a districtwide transition program for special needs students ages 18-21, focusing on developing career-ready skills.	2014-18	Post school outcome employment data and statistics
2.8	Continue to provide high school courses for middle school students, enhancing current academic offerings and implementing additional CTAE and fine arts courses. CCSD's seven middle schools offer 56 academic, fine arts and CTAE courses for high school credit in SY 2014-15.	2014-18	Number of course offerings and students enrolled

❖ Objective 3 — Improve performance by students, staff and the organization through results-driven professional development that is standards-based, job embedded and collaborative.

Action Steps		Time Line	Evaluation Measures
3.1	Continue to provide districtwide standards-based professional development in specific content to include strategies in Science, Technology, Engineering and Mathematics (STEM 21).	Ongoing	Course attendance, data performance assessments and student achievement results
3.2	Continue participation in GaDOE planned professional development for ongoing implementation of the GSPS.	2014-18	Performance checklists
3.3	Provide training for disaggregation and interpretation of all student achievement data including longitudinal data, as well as data from formative and summative assessments.	2014-18	Session Reports
3.4	Implement job-embedded, collaborative and contextual models of professional development.	2014-18	Reports on performance assessments
	Despite State suspension of Professional Learning Unit (PLU) credits for the purpose of certificate renewal, employees participated in more than 11,200 professional learning activities in CCSD's Comprehensive Professional Development Program.		
3.5	Continue offering courses on the integration of technology and curriculum that prepare teachers and media specialists to integrate the effective use of instructional technology into the standards-based classroom.	2014-18	Historical comparison of technology courses and performance assessments
3.6	Continue implementation of an enhanced professional development program for potential educational leadership candidates, including new and current administrators.	Ongoing	Data from performance assessments
3.7	Continue to enhance the professional development mentoring program through increased mentor training and program representatives at each school.	Ongoing	Data from performance assessments and RT3 Induction Programs
3.8	Continue to enhance a training program for classified personnel, incorporating various delivery models through available community partnerships and other resources to ensure employees continue to have the necessary knowledge, attitude, training and skills to perform effectively and safely on the job.	Ongoing	Data from performance assessments
3.9	Continue to support state and local endorsement programs (e. g., Gifted, Math or ESOL) for critically-needed areas of certification.	Ongoing	Performance Assessments
3.10	Continue to provide professional development in research based strategies to meet the diverse needs of students and based on utilization of targeted and strategic longitudinal data analysis.	2014-18	Performance Assessments
	1,305 teachers have completed gifted certification since the beginning of the 2002-03 school year. This endorsement is the first to be offered as an online/hybrid program in 2011-12. Since 2004, 170 teachers have completed the ESOL Endorsement certification with 26 participants in this year's endorsement courses.		
3.11	Continue to provide professional development and state-endorsed training for district administrators, school leaders and teachers for piloting and implementing more effective/performance-based teacher and leader evaluation systems.	2014-18	Teacher Keys Effectiveness System Leader Keys Effectiveness System

3.12	Provide training and District support of online professional development and observation that supports the new teacher (TKES) and leader (LKES) evaluation instruments, including real-time, technology-based observation and evaluation tools for administrators.	2014-18	Evaluation Measures

128 administrators are now credentialed or recredentialed as evaluators in TKES and 58 are credentialed in LKES training.

3.13	Review and update the comprehensive District Professional Development Plan that aligns with the Major System Priorities, Five-Year Strategic Plan and School Improvement Plans (SIPs).	2014-18	Number of professional development participants
3.14	Conduct an annual administrative needs assessment to inform determination of districtwide professional development needs.	2014-18	Assessment results

OBJECTIVE 4

❖ **Objective 4 — Pursue alternative funding sources to maintain and expand existing and essential programs or to initiate new programs and services aligned with the system's mission, Major System Priorities and beliefs.**

Action Steps		Time Line	Evaluation Measures
4.1	Continue to develop and maintain a comprehensive, system-wide resource development and grants management program of competitive and non-competitive (State, Federal and private) grants focused on project development, funding source development, teacher endorsements and proposal writing for individual schools, School Innovation Zones and the District.	2014-18	Documentation and department evaluation

More than $16.9 Million in competitive grants has been awarded to the Cherokee County School District since the 1999-2000 school year.

4.2	Maintain and cultivate partnerships, collaboratives and relationships with local, state, national and international businesses, organizations and agencies to enhance potential grant opportunities.	2014-18	Log of ongoing contacts and collaborations
4.3	Increase the number of competitive and non-competitive grant opportunities attempted and awarded.	2014-18	Documented number of attempted and awarded grants
4.4	Support school-based grant initiatives through research, referral, professional development classes and project evaluations.	2014-18	Increase number of successful school-based initiatives and grant activities
4.5	Establish and build relationships with businesses in the community by fostering partnership agreements and securing additional resources to support teaching and learning including alternative sources of funding such as the newly proposed Cherokee County Educational Foundation.	2014-18	Documentation and department evaluation

❖ Objective 5 — Develop support, technical assistance and intervention strategies to ensure that all students receive adequate and appropriate service to enhance the quality of the school experience.

Action Steps		Time Line	Evaluation Measures
5.1	Continue to combine all resources to identify, enhance and expand upon the unique needs of each School Innovation Zone to improve student achievement and services.	Ongoing	School Innovation Zone minutes
5.2	Continue to provide supplemental instructional services for students at risk of not meeting State and local academic performance standards.	Ongoing	Documentation of student assessment results
5.3	Continue to review and update guidelines and/or handbooks for before/after school programs.	Ongoing	Guidelines documentation
5.4	Continue to provide training for School Counselors and School Social Workers for student support.	Ongoing	Annual Assessment of participation numbers
5.5	Continue to monitor student participation in all areas, including athletics, band, music, drama, debate, etc.	Ongoing	Annual Assessment of participation numbers
5.6	Continue to maintain and update a handbook for opening a new elementary, middle and high school and publish guidelines for what each new school will be provided.	Ongoing	Documentation of guidelines
5.7	Continue to increase teacher and administrator training on on-line tutoring, student access to virtual courses and assessment programs.	Ongoing	Documentation of participation
5.8	Continue to review and update special education policies and procedures to facilitate implementation of special education State Board Rules.	Ongoing	Look at Policy Changes

❖ Objective 6 — Technology will be utilized to increase student achievement.

Action Steps		Time Line	Evaluation Measures
6.1	Annually assess opportunities for increasing the District's bandwidth to enhance access to Internet-dependent curricular instruction and academic resources. CCSD has applied for a portion of the $39 Million Connections for Classrooms federal grant opportunity, aimed at providing additional bandwidth to all schools.	Annually	Identification of funding source for acquisition of additional bandwidth.
6.2	Optimize the network infrastructure to support student learning and the District's technological needs.	Ongoing	Daily network performance monitoring, reporting and trend tracking.
6.3	Continue to focus curricular software investments on standards-based applications that include tools and resources for teaching, assessment, diagnoses, prescription and which include provisions for centralized reporting, including student progress.	Ongoing	District initiated "pilots" will determine adoption once program meets academic needs. Feedback from the Technology Advisory Committee.
6.4	Provide instructional and technical support to each facility to help classroom teachers utilize and integrate technology successfully.	Ongoing	Monitoring of Help Desk Reports and Technology Based Training Activities

6.5	Continue to support the integration of effective technology use within classroom instruction through continuous professional development activities, increased access for students and assessment and application of emerging and innovative trends in K-12 technology-based learning.	Ongoing	Lesson plans, observation and School Improvement Plans (SIPs)
6.6	Continue to provide schools and school district media centers with new and emerging technologies and learning resources as well as school-wide training initiatives focusing on Digital Citizenship (e.g., cybersafety, plagiarism, safe searching, cyberbullying, parental guidance, etc.).	Ongoing	Usage statistics and collaboration projects. School initiatives noted in School Improvement Plans (SIPs).
6.7	Align technology-based acquisitions and training initiatives directly with school improvement goals. Each school continues to submit a School Technology Plan that is incorporated within and correlates directly to their School Improvement Plan. As a portion of the Technology Plan, each school provides a curricular plan for teaching Digital Citizenship skills including Internet Safety. The inclusion of this information satisfies the requirement for federal E-rate funding.	Annually	Summary of Technology training participation by school. Review and summarization of School Improvement Plans related to technology.
6.8	Continue to explore, review, acquire and utilize educational online web-based resources which support lesson planning (e.g., media resources, research databases and curriculum-related activities) and for high-stakes testing review.	Ongoing	Usage reports of purchased resources
6.9	Collaborate with institutions of higher learning to assist them in designing educational programs for student teachers who teach and provide 21st Century technology skills and best practices.	Ongoing	Minutes from annual meeting with institutions of higher learning and representation on the Technology Advisory Committee.
6.10	Provide applicable students with an electronic portfolio to manage their documents, digital resources, activities and time.	Ongoing	Monitoring the use of the resource, as well as feedback from students, teachers and principals
6.11	Ensure that professional development opportunities centered on Assistive Technology are available and effectively train District staff to properly support students with unique and special needs.	Ongoing	Development of courses and summary of class participation and lab usage
6.12	Promote, support and monitor participation in and offer online assessment programs in preparation for the State's high-stakes assessment tool which will accompany the implementation of the GSPS . To prepare students for the forthcoming Georgia Milestones online assessment, the District is piloting full online delivery of the ITBS and CogAT assessments for SY 2014-15.	Ongoing	Analysis of School and District Reports
6.13	Provide necessary technology-based resources to support teacher efforts in preparing students to meet 21st Century Technology Literacy Assessment standards by the 8th grade.	Ongoing	21st Century Technology Literacy Assessment
6.14	Continue to measure and report usage and effectiveness of software and subscription services and where possible report on the effectiveness of product as it relates to student academic performance.	Ongoing	Analysis of software usage reports and assessment results
6.15	Provide access to an online resource for students and teachers to store, collaborate and share curriculum based resources.	2013-15	Monitor utilization of resources

6.16	Utilize a digital distribution system for the delivery of educational content to all District locations. Content is multimedia in format, including video, audio and presentation files. In addition, utilize a collaborative tool that allows for video conferencing, interactive communication, online collaboration and visual instruction in a secure conferencing environment.	Ongoing	Monitoring the use of the adopted Content Management System, as well as the resources accessed.
6.17	Pursue options to eliminate the barriers faced by K-12 institutions in the acquisition of low-cost or no-cost, content-rich electronic textbook materials which essentially breaks the cycle of publishers who are unwilling to adapt pricing models to make the materials cost effective and available to students at all grade levels.	Ongoing	Continuous dialogue with textbook providers and publishers and through the observation of trends in the publishing industry that demonstrate progress in the reduction of costs and the enrichment of content.
6.18	Assist District educators in managing and guiding responsible student use of personal computing and web-enabled devices as a means to increase access for students and increase their level of engagement in the classroom. Also, review options for improving and increasing wireless access to the "Bring Your Learning Device" (BYLD) infrastructure.	2014-15	Assessing school-based interest and class participation in BYLD and activities associated with Digital Citizenship as CCSD strives to create a 1:1 environment.
6.19	Begin incremental implementation of conducting the Georgia Milestones Assessment online for all students (current State minimum requirement is 30%).	2014-19	Percentage of students taking assessment online.

OBJECTIVE 7

❖ Objective 7 — Technology will be utilized to increase school and district productivity and efficiency.

Action Steps		Time Line	Evaluation Measures
7.1	Replace paper with electronic online data, use software that facilitates data sharing, collaboration and automate workflows where possible, including forms and often-modified documents such as policy manuals and curriculum guides.	Ongoing	Replacement of paper documents with electronic online data and custom built District sites
7.2	Maintain technology security guidelines aimed at protecting critical operations and controlling access to confidential data.	Ongoing	Creation, refinement and adoption of guidelines
7.3	Develop standards for compliance in software and applications to foster and promote interoperability among departments.	Ongoing	Advance review of District software purchases by technology staff.
7.4	Maintain compliance with all applicable Federal/State statutes, including the Americans with Disabilities Act (ADA), Children's Internet Safety Act (CIPA), Protecting Children in the 21st Century Act (Title II of the Broadband Act), Children's Online Privacy Protection Act (COPPA), and Family Educational Rights and Privacy Act (FERPA), Protection of Pupil Rights Amendment (PPRA), Health Insurance Portability and Accountability Act (HIPAA) and the Affordable Care Act (ACA), as applicable, through policy and practice and technology protection measures.	Ongoing	Continued enforcement of the School Board policies that include conformity to legislative compliance, publishing on-line safety tips in the Annual Student/Parent Handbook and Discipline Code and usage of resources provided

7.5	Continue to implement resources and practices to better facilitate the electronic exchange of information and efficient uses of technology, including the transition to employee and manager inquiry/self-service for payroll, personnel, time-keeping, benefit applications and employee orientation.	Ongoing	Observation of usage of resources and practices; overhaul manual process when practical and within budget
7.6	Expand the use of the centralized system for managing professional development activities and maintaining certification data to all certified employees.	Ongoing	Centralized system accessed and utilized through a local intranet network
7.7	Continue to convert and electronically store relevant diagrams, schematics and documents needed to maintain and support District facilities. a. Prioritize and categorize documents to be stored. b. Enter updated facility usage information. c. Enter updated facility data to reflect building modifications and as-built conditions. d. Store blueprints for convenient retrieval.	Ongoing	Electronic storage of school facility documents
7.8	Continue training staff relative to tools that provide capabilities for communication, electronic planning and scheduling for personnel, resources and facilities.	Ongoing	Review of class participation and maintain use of system
7.9	Continue to use an electronic records retention system that includes a disaster recovery system for critical data: a. Prioritize and categorize documents to be stored b. Develop protocol for the system c. Store data in the system	Ongoing	Records retention plan
7.10	Continue to utilize the electronic purchasing/accounting and inventory system, including the implementation of purchasing-card and relevant software for employees/schools.	Ongoing	Accurate, efficient and timely purchasing and inventory data
7.11	Annually review the effectiveness of the adopted on-line school food service management system which includes management of the following: a. Student accounts b. Food inventory and USDA commodities c. Order processing and bid analysis d. Menu planning and food production e. Free and reduced-price meal approval f. Equipment	Annually	Increased performance on breakfast participation, lunch participation and profit and loss reports
7.12	Continue to expand more productive/efficient eCommerce opportunities for parents, to include online payment of afterschool program fees, purchase of school supplies, accessories, fundraising, meals, donations, payment of fees, etc.	Ongoing	Participation statistics
7.13	Maintain the efficiency of the District's network infrastructure through implementation of best practices such as server centralization, consolidation and virtualization and the continued use of a centralized network management solution.	2012-16	Utilization of network monitoring and reporting resources
7.14	Continue to utilize the library and textbook manager automation program for integrated circulation, cataloging, searching, inventory reporting and library management and an asset management application of all CCSD technology hardware to help each school and the District work more efficiently and to provide the District with management tools for reporting and system administration	Ongoing	Review of inventory and District reports
7.15	Continue to utilize and expand an online employment application process to include integration with the District's personnel/payroll management system.	Ongoing	Implementation of online application program

Since initiation in March 2012, over 5,000 applications have been processed online.

7.16	Utilize an online benefit enrollment process integrated with the District's personnel/payroll management system.	2014-15	Implementation of online enrollment system
7.17	Improve the District's personnel/payroll system functionality through implementation of an outcomes-focused, operationally efficient, and cost effective HR administration and employee service delivery model aligned to CCSD's current and future business requirements that will enable responsiveness as requirements evolve.	2014-16	Evaluation, selection and implementation of an enhanced HR system
7.18	Ensure Affordable Care Act (ACA) compliance and continue to evaluate effective workforce models for tracking hours worked, benefits eligibility and notifications, record-keeping and reporting requirements through use of an automated tracking program fully integrated with the District's personnel/payroll functions.	2014-15	Evaluation, selection and implementation of an ACA compliance software tool.
7.19	Provide students with secured web-based access to their academic performance data including grades, attendance, assignments as well as easy access to digital content and resources that will support their efforts to improve their academic achievement.	Ongoing	Review of portal usage statistics by locale and enhancement of the District's student information system.
7.20	Collaborate with the State Department of Education and the developers of the District's student information system to refine utilization of the State Longitudinal Data system (SLDS) which provides access to students' longitudinal performance data and assists teachers and administrators with developing effective strategies to address areas for academic improvement.	2013-17	Access to the SLDS by teachers and administrators
7.21	Collaborate with key District departments and stakeholders to implement the districtwide Instructional Management System.	2013-17	Assess training and usage benchmarks for Instructional Management System implementation.
7.22	Review and assess the viability of an enhanced visitor management system for use at all CCSD schools and facilities.	2014-15	Review potential solutions
7.23	Initiate a pilot control-access entry system for potential districtwide usage at all elementary and middle school campuses.	2014-15	Review potential solutions
7.24	Improve efficiency, productivity and compliance with applicable laws by implementing an automated substitute calling system that provides access by employees and substitutes to the system by both telephone and Internet.	2014-15	Review annual Substitute Teacher Data

OBJECTIVE 8

❖ Objective 8 — To provide a quality safety and security service to the system and community.

Action Steps		Time Line	Evaluation Measures
8.1	Maintain a General Directives Manual for internal use by police employees that establishes high standards of performance.	2014-18	Annual policy review
8.2	Work with local and State criminal justice agencies to acquire information necessary for ongoing investigations, crime trends and court related dispositions of students adjudicated.	2014-18	Reports of data collected through collaboration with local and state criminal justice agencies

8.3	Maintain certification compliance by meeting or exceeding standards adopted by the Georgia Law Enforcement Certification Program.	2014-18	Annual Policy Review
	The Cherokee County School District Police Department will again be assessed for recertification compliance in 2018.		
8.4	Continue to work with District level and school-based staff to evaluate patterns of student/school behavior to reduce or prevent specific violations.	2014-18	Semi-Annual Report of Incidents
	The Cherokee County School District has no school identified as a "Persistently Dangerous School," as defined by the Elementary and Secondary Education Act.		
8.5	Continue to work with School and County Council Parent-Teacher Associations (PTA), as well as community-based organizations, to cultivate and establish relationships that support initiatives related to improving school safety and security.	2014-18	Schedule of activities
	30 Cherokee County schools are PASS communities, including 11 of those obtaining Master Community status.		
8.6	Prepare semi-annual reports that capture the types of calls and incidents referred to the police department to aid in accurate administrative and state reporting.	2014-18	Incident reports
8.7	Continue to work with local and State public safety agencies to establish a wireless communication committee for the purpose of researching and designing a county-wide radio communications system.	2014-18	Annual progress report
8.8	Continue to assess, review and implement school-based and District safety plans/programs that enhance the ability of district personnel and local public safety agencies to respond to emergencies and crises.	2014-18	Annual procedure review
8.9	Continue to build out the District's Comprehensive Radio Communication platform, utilizing available UHF/VHF frequencies, to ensure the ability of all users to effectively communicate on a daily basis and during emergency/critical incidents with districtwide staff and public safety agencies.	2014-18	Annual Review
8.10	Continue an Annual Employee Safety Awareness and Training Advisory Committee to evaluate safety topics and available resources to formulate recommendations that will ensure employees continue to have the necessary knowledge, attitude, training and skills to perform safely on the job.	Ongoing	School district department activities, departmental safety training plans and accident data
	Each department is now required to develop a Departmental Safety Training Plan specifically to identify safety training needs related to departmental functions and duties and responsibilities of individual work assignments, for new hire, annual and refresher training. ALL employees, including substitutes and temporary workers, completed required critical issues training through an on-line program. Through a partnership with Chattahoochee Technical School, a customized, advanced defensive driving training course will continue to be available for employees assigned to drive school system vehicles.		

8.11	Assess the viability of a districtwide emergency operations coordinator who would support comprehensive emergency crisis/response efforts. Processes would continue to include an annual review of the District Emergency Response Team and School Safety Plans protocol to ensure systemic accountability of district personnel, equipment and operations as it relates to school-based safety plans and relationships with other governmental agencies.	2014-15	Annual review

OBJECTIVE 9

❖ Objective 9 — Continue to provide an efficient and proactive transportation system.

Action Steps		Time Line	Evaluation Measures
9.1	Continue to provide quality, safe transportation for all students, including maintaining a 10 year replacement cycle for route buses. Since the State's change in its funding formula three years ago, CCSD has not received funds to replace buses in its fleet.	Ongoing	Monthly/Annual inspection safety reports; incident and accident reports; DOE Best Practices Assessment
9.2	Continue to support the Advanced Training Program for school bus drivers, which provides additional training opportunities and subsequent salary advancements to drivers upon satisfactory completion of coursework. Courses in this program include, but are not limited to, the following: Defensive Driving, Transporting Special Needs Students, Bullying, Behavior Management, CPR, Basic First Aid and Gangs/Crime Prevention.	Ongoing	Performance assessments; Driving Range
9.3	Continue to provide the best qualified, well-trained bus technicians using the latest computer diagnostics equipment incorporating extensive staff development and career incentive programs. For 37 consecutive years, the Cherokee County School District has received a 100% perfect state inspection on all school buses.	Ongoing	Performance assessments, maintenance data records
9.4	Continue to seek grant funding to retrofit all buses to meet or exceed 2007 Emissions Standards. Georgia Environmental Protection Division (EPD) presented Georgia Diesel Emissions Reduction (GaDER) Green Award, which is awarded to school systems that have reduced emissions in 25% or less of their school bus fleet through: Installation of Emissions Control Equipment and/or the Use of Alternative Fuels.	Ongoing	Annual fuel report
9.5	Continue to increase efficiency and provide for additional secured parking by utilizing three existing, strategically-located Bus Support Facilities, while investigating the advisability of an additional facility in the northeastern sector of the County as part of anticipated growth and future school construction in that area.	Ongoing	Utilization of Fuel Site Consumption Report

9.6	Continue to provide a comprehensive bus rider safety program for all students in grades PK-12. Over 27,500 students are annually trained in bus rider safety in PK-8 grades, and bus safety information is provided for students in grades 9-12.	Ongoing	DOE Best Practices Assessments and annual training report
9.7	Continue to increase the number of buses in the fleet with air-conditioning. 100% of special education buses and 52% of regular education buses now have air-conditioning.	Ongoing	Fleet vehicle schedule and utilization report
9.8	Continue to advance radio commmunication utilizing the digital platform to develop individual talk groups for each innovation zone and special education.	Ongoing	Annual inventory of radio equipment and daily operations
9.9	Implement a computer based software application for field trips that will enable schools/operations to utilize existing technology infrastructure for submitting, approving, invoicing, and tracking.	2014-18	Elimination of printed forms and annual field trip reports.

OBJECTIVE 10

❖ **Objective 10 — Implement procedures for recruiting, employing, allocating, evaluating, training and retaining personnel (especially in critical needs areas).**

Action Steps		Time Line	Evaluation Measures
10.1	Continue to review and revise, as necessary, Personnel Management responsibilities and assignments for increased efficiency and productivity within the department in managing and documenting compliance with all mandated federal, state and local requirements, as well as all certification and licensing procedures.	Annually	Annual review
10.2	Utilize yearly recruitment plan to address critical areas, including teaching and non-teaching positions (e.g., speech/language pathologists and physical/occupational therapists), bilingual staffing and student growth.	Annually	Staffing vacancies with in-field certified personnel and critical shortage areas for support staff
10.3	Continue to implement standardized hiring practices/procedures that enable the school district to be highly competitive in attracting highly qualified personnel at all levels. All CCSD certificated staff were deemed "Highly-Qualified" for the 2013-14 academic year, as defined by the Elementary and Secondary Education Act.	Ongoing	Comparison of practices/procedures to other Metropolitan systems and an analysis of end results
10.4	Adhere to State and Federal guidelines for employing highly qualified personnel.	Annually	Analysis of the percentage of highly qualified personnel at each school
10.5	Continue to survey personnel leaving the system in each employment area to further enhance/strengthen the CCSD employment experience.	Annually	Exit survey summary report
10.6	Provide staff as needed for growth and to meet School District's needs and objectives within annual budget parameters.	Annually	Annual staffing reports

10.7	Sustain a progressive, competitive and affordable benefit program for District employees that is in line with state and national trends in health, wellness and retirement benefits.	Annually	An ongoing review of the District's benefit program in comparison to those of other mid-to-large size employers including Metro-area school systems
	The School District's retirement benefit program now includes automatic enrollment in a group-sponsored mutual fund retirement savings plan [including 403(b) & 457(b) pre-tax and Roth 403(b) after-tax contributions], providing employees best-in-class investment offerings, simplified enrollment/account management tools, and reduced fees and expenses to maximize retirement savings opportunities for all employees. Presently, 2,536 employees are enrolled in CCSD 403b/457b retirement savings plans.		
10.8	Continue to provide, through recruitment and allotment processes, equitable access to highly qualified teachers and paraprofessionals, equity in teacher experience and equity in class size for all students regardless of demographics.	Ongoing	State reporting
10.9	Continue to facilitate communication by providing regular updates on employment opportunities, health and wellness resources and benefits.	Ongoing	Number of employees accessing self-service and response to postings.
10.10	Continue to review and revise job descriptions and evaluation processes to increase accountability for student gains and/or performance efficiencies and enhance expectations for job responsibilities.	Ongoing	Job Description Review Timeline and Evaluation instruments
10.11	Continue to coordinate with appropriate staff/departments to ensure that policies and procedures and required notices and/or publications are in place to ensure that communications with applicants, participants, and members of the public with disabilities are as effective as communications with others in accordance with federal, state, and or local requirements.	Ongoing	Annual review
10.12	In order to ensure that the District maintains a competitive benefits/compensation package, through districtwide facilitation and coordination, ensure that the State Health Benefit Plan offerings and the mandates of the Federal Affordable Care Act (ACA) on the District and its employees is aligned and considered with local offerings in this regard.	Ongoing	Annual Review

OBJECTIVE 11

❖ Objective 11 — Continue to maintain a system of accountability which is aligned with Major System Priorities.

Action Step		Timeline	Evaluation Measures
11.1	Develop a five-year strategic plan based on the Major System Priorities; evaluate progress and update it annually.	Annually	Annual analysis of District objectives
11.2	Continue to align local accountability policy/framework with requirements of the Elementary and Secondary Education Act (ESEA) and Race To The Top (RT3) Initiative.	Ongoing	Analysis of reports and student assessment results
11.3	Continue to utilize Data Management Teams, both at the individual school level and at the central office, to analyze test data to impact instruction and review student academic achievement.	Ongoing	Reports and analysis of data elements

11.4	Develop an annual budget through an Ad Hoc Budget Committee process and utilizing a zero-based budgeting methodology. Establish a subcommittee to review any further State and local revenue adjustments after local budgets are approved.	Annually	Executive budget summary re
11.5	Continue to expand opportunities for parental and community involvement.	Ongoing	Result of feedback from schoo councils, PTAs, and Ad Hoc Committees, Chamber of Commerce
11.6	Analyze, synthesize and compile disaggregated data reports to reflect student progress and evaluate programs.	Ongoing	Correlation of student progres program effectiveness
11.7	Prepare and distribute Annual Report of District and School Progress.	Annually	Paper and electronic publicati of reports
11.8	Maintain current District accreditation standards from the Southern Association of Colleges and Schools (SACS) and Council on Accreditation and School Improvement (CASI).	Annually	Renewals of accreditation achieved by schools
	In 2011, Cherokee County School District was one of the first school districts in the State of Georgia and the Nation to be recommended for "District Re-Accreditation as a Quality School System," as determined by the Southern Association of Colleges and Schools and the Council of Accreditation and School Improvement (SACS CASI).		
11.9	Continue to address requirements, commendations and recommendations addressed by the Georgia DOE Career, Technical Agricultural Education Program Review.	Ongoing	State Report
11.10	Continue to communicate School District priorities to the State legislature and other audiences, including: • Make public education in the State of Georgia a priority by ending State "austerity budget cuts" and allocating to the School District all locally-earned funding under the statutorily-required Quality Basic Education (QBE) Act formula. • Reinstate support for public education by rebuilding/restoring state funding for non-certified employees' health insurance, and develop and begin implementation of a statewide strategy for State Health Benefit Plan cost containment...rather than continuing to simply pass skyrocketing annual premium increases in this regard along to School Boards, teachers and other State employees. • Earmark State funding for continuation of teacher pay for performance incentives and Science, Technology, Engineering and Mathematics (STEM) initiatives established through Georgia's participation in Race To The Top...when Federal funding in this regard ends in September of 2014.	Annually	Publication of yearly legislative agenda
11.11	Conduct an annual financial audit by an independent auditing firm to determine fair presentation of school district financial statements in accordance with Generally Accepted Accounting Standards and evaluate implementation and maintenance of internal controls.	Annually	Auditor's Report presented to Superintendent and Board of Education
11.12	Continue to audit school student activity accounts on site and enhance school accounting practices with the continuous goal of maintaining accountability for stakeholders.	Annually	Management reports
11.13	Review and update policies and procedures to align business practices (including Internal Revenue Service regulations and Generally Accepted Accounting Practices and Standards) and workflow with District goals and strategies.	Annually	Policy Review

11.14	Continue to utilize available accounting software to manage District finances and provide forecasting data.	Annually	Annual Budget
11.15	Continue utilizing a standards-based school fund and afterschool program accounting software system.	Ongoing	Management reports
11.16	Allocate adequate time, financial support and personnel to conduct system program evaluation.	2013-14	Reports of the effectiveness of instructional program
11.17	Analyze employee evaluation process to determine changes/revisions necessary to increase accountability for student gains/deficiencies or enhance expectations for job performance.	Annually	Analysis report
11.18	Align federally-required, consolidated application planning for funding with the Cherokee County School District Strategic Plan.	Annually	Results of State Monitoring and Regularly Submitted Reports
11.19	Continue to plan, develop and coordinate/facilitate employee healthcare, wellness and retirement programs for all personnel. • Continue Retirement Plan Investment Review Committee for comprehensive analysis of retirement savings options and to ensure appropriate investment offerings, investment monitoring, regulatory compliance and updates as required. • Establish Healthcare & Wellness Review Committee for comprehensive analysis of health & wellness benefits to ensure appropriate offerings, implementation of state and federal regulatory changes, compliance monitoring, and updates as required. • IRS Rules & Taxation compliance and reporting under Health Reform implementation (i.e., W-2's, non-discrimination, health spending accounts, federal form filings). • Employee Communication (Plan summaries, Exchange notices, State and local program changes, Benefit eligibility, plan summaries and rates). • Healthcare eligibility rules (full-time employees for ACA compliance, work models changes under SHBP, local plan design considerations). • Healthcare coverage rules (compliance with mandate that coverage is both "affordable" and of "minimum value"). • Determine best practice of timekeeping to track full-time workers and reporting hours worked. • Steps for Integration of Health, wellness and retirement (planning for health into retirement). • Evaluate medical benefit options for 2016 and beyond (Pay or Play under ACA, design and implementation of local group medical plan, review of private/public/federal exchanges, defined contribution, etc.).	Ongoing	Program reviews Performance data Budgeting process Status reports

❖ Objective 12 — Expand the written, systemic Partnership Initiative and services of the Office of Public Information, Communications and Partnerships, and increase parental and community involvement throughout the school system.

Action Step		Timeline	Evaluation Measures
12.1	Review and evaluate existing partnerships to determine benefits and how they affect student achievement.	Ongoing	Correlation report of partnerships and Major System Priorities
12.2	Expand, renew and manage existing CCSD Partnership Agreements, Partners in Education and Companies That Care and solicit new partners and volunteers districtwide and for local schools, and continue new business partnership and volunteer recognition programs to increase participation and recognition. From 10 in 1999, the School District now has over 80 Board-approved, mutually beneficial partnerships/agreements, which include all municipalities, county government and local institutions of higher learning and over 130 individual business/school partnerships.	Ongoing	Comparison report of current and previous partners
12.3	Expand guidelines to institute a "communications loop" whereby pertinent school data, information and policy considerations are routinely disseminated throughout the School Innovation Zones and the community.	Ongoing	Documentation of guidelines Ongoing Practice
12.4	Enhance and expand the services of the Public Information, Communications and Partnership Department.	Ongoing	a. Review of comprehensive plan b. System reviews of Spanish translation utilization c. Analysis report of school facilities utilization
12.5	Disseminate school and school District information relative to educational programs/opportunities to the community-at-large via Internet, written correspondence and interpersonal communication.	Ongoing	Request for information
12.6	Endorse the concept of flex time for business partners to allow employees, who are also parents, to volunteer and participate in school activities.	Ongoing	Board approved partnership agreements
12.7	Expand facilitation of parental involvement initiatives to increase opportunities for school/parent communications.	Ongoing	Review of results of parent survey
12.8	Continue to take a proactive stance on education issues with local media to promote the Mission and Major System Priorities of the School Board and Superintendent, so that the Office of Public Information, Communications and Partnerships is treated by local media as the first source on stories related to education.	Ongoing	Media clips, phone calls
12.9	Continue to conduct at least two advisory committee meetings a year in each of the high school CTAE program areas to gain input from business and industry on current trends and practices.	Ongoing	Minutes of meetings
12.10	Solicit business and community members to become project facilitators and judges for Senior Projects at the high schools and Career Fair presenters at the middle schools.	Ongoing	Documentation of members
12.11	Maintain a virtual community bulletin board on the School District Web site for posting community organization notices that may be of interest to students, parents and employees, so that they may be aware of and participate in various recreational, cultural and educational opportunities to their benefit.	Ongoing	Track submission of flyers and information for posting

12.12	Continue to train school staff on developing CCSD social media presence through utilization of Facebook and Twitter as additional venues for the distribution of school news/announcements throughout the community. Also, expand this presence through the introduction of individual school use of Facebook and/or Twitter and/or CCSD YouTube Channel for video posts.	Ongoing	Number of fans and followers
	The School District and 21 schools or school PTAs have established Facebook pages and 20 schools and the District are utilizing Twitter to distribute news/announcements. The District has over 9,200 Facebook "Likes" and over 5,100 Twitter "Followers."		
12.13	Offer an annual training session to all interested School District staff on increasing media coverage of educational initiatives, programs and events in their individual schools and departments.	Ongoing	Amount of media coverage, number of staff trained
12.14	Utilize existing data capacity of the Family Portal to send emergency communication emails systemwide or targeted by school to parents via text messages and automated phone calls through a messenger system for school closings, delays or other urgent information.	2014-18	Number of parent accounts, messages sent.
12.15	Increase awareness of CCSD as the education option of choice in Cherokee County through focused communication on CCSD achievements, using new publications such as "Accolades," "Get Ready to Learn," "Choices," web content and an enhanced Speakers Bureau.	Ongoing	Web traffic, enrollment, number of student transfers within the county
12.16	Assist business and economic development leadership in marketing the county as a desirable business location through special opportunities designed to showcase the School District's progress and achievement, such as the "Get on Board! With CCSD Schools" bus tour.	2014-18	Number of events and participants

❖ Objective 13 — Provide adequate facilities for student population growth and maintain all school facilities.

To address critical overcrowding; reduce reliance on portable classrooms and address unprecedented student population growth (13,000 students added in the last 10 years), Education Special Purpose Local Option Sales Tax (Ed-SPLOST) revenues collected since 1998 and the associated bonds have been used to fund the construction of 12 new elementary schools, six new middle schools (one is under construction) and two new high schools; additions and renovations to five elementary schools and three high schools; the renovation of Historic Canton High School; New Physical Education/Athletic facilities at Cherokee HS and Etowah HS; construction of new facilities for School District education, food, technology and transportation services; outfitting all new schools and offices with technology, as well as retrofitting all existing schools and offices with technology and training teachers and staff to effectively use this technology; making miscellaneous repairs and renovations to facilities countywide; and purchasing land needed for new and replacement schools and facilities; as well as retiring more than $268.7 Million of bonded indebtedness and interest. Each new school that has been constructed has been located in areas with the most critical school overcrowding. 83% of the funds for these projects has been derived locally and 100% of these funds have been spent locally.

Action Step		Timeline	Evaluation Measures
13.1	Continue to update and implement a State and local five-year facility plan, revising and modifying to address growth.	Annually	Approval of facility plan by Board of Education and State Department of Education
13.2	Using established athletic/student activities facilities guidelines, assess and designate any critically needed upkeep and/or improvements.	Annually	Review of report in comparison with Metro
	As promised by the Board of Education, the remaining bonds sold in 1999 to generate funds to build schools were retired in 2014, reducing property taxes by eliminating the General Obligation Bond Millage rate of .40 mills, which equates to a $2.5 Million tax reduction.		
13.3	Continue to maintain data on student demographics, including but not limited to: Cherokee County Inventory of School Housing, existing school populations, growth trends, U.S. Census data and student distribution.	Ongoing	Collection and monthly review of charts, maps and growth trend reports
13.4	Continue to seek school sites for projected needs due to growth and shifting student distributions.	Ongoing	Number of sites purchased
	Due to continued development along the Highway 92 corridor, staff will initiate a search for adequate school site to mitigate the resulting critical overcrowding.		
13.5	Continue to conduct Boundary Focus Group meetings for schools and communities targeted for boundary changes to create an informed relationship with communities.	Annually	Calendar of Boundary Focus Group meetings
13.6	Continue to maintain active relationship with all municipal and county entities to ensure cooperation in relation to zoning issues, roads, utilities and traffic problems.	Ongoing	Periodic collaboration with school system officials and municipal entities. Review of partnership agreements
13.7	Continue to update a five-year maintenance schedule for facilities, which includes painting, floor and/or roof repair/replacement, installation of energy management systems including portable classrooms, electrical and mechanical needs.	Annually	Compilation of school maintenance work requests, number of projects completed and expenditures

13.8	Continue predictive replacement of major equipment based on usage, age, repair history, energy consumption and approximate life expectancy. a. Review/Update equipment inventory b. Evaluate age and condition of equipment c. Determine approximate life expectancy of each piece of equipment d. Determine date when equipment should be replaced e. Budget for equipment replacement	Ongoing	Equipment inventory and replacement summary schedule
13.9	Continue to construct fully equipped, turnkey, prototypical (no-frills) school facilities. Using the turnkey, prototypical design utilized for the new/replacement ET Booth MS and Teasley MS, initiate and complete construction of an additional new/replacement Middle School: Dean Rusk MS.	Ongoing	Construction costs, along with future facility adaptability for site conditions
13.10	Continue initiation and completion of the following projects in the Five-Year Facilities Plan: new/replacement Dean Rusk MS and New Parent Entrances at Carmel ES and Boston ES.	Ongoing	Dependent upon SPLOST revenue levels and construction costs
13.11	Investigate the advisability of constructing a new/replacement administrative building to adequately and appropriately address district-level operations, as approved by the voters in the 2006 and 2011 ED-SPLOSTs.	2014-15	Dependent upon SPLOST revenue levels, construction costs, assessment of current facilities and determination of operational needs.