



“Committed to Caring - Dedicated to Excellence”

revised November 2016

Strategic Plan

2016—2020

During the 2016-2017 school year, and under the leadership of Superintendent Xandra Brooks-Keys, the CCSD Board of Trustees and Administrative Team revised the following Strategic Plan to guide the district through the next five years. It is the intention that the Goals, objectives, and Strategies maintain focus on the Mission, ensuring consistent progress toward attaining the Vision of the Coahoma County School District.

Inside:	
Core Values, Strategic Objectives, Strategic Delimiters	2
Board of Trustees & Administrative Team	3
Academic Achievement	4-12
Highly Qualified Staff	13-15
Parent and Community Engagement	16-19
Safety & Security	20-23
Fund Balance	24-26

Vision

The Coahoma County School District will inspire in all students a passion for lifelong learning, creating educated and caring contributors to the world.

Mission

The mission of the Coahoma County School District, is to provide a high quality education to each child in a safe and caring environment in order to produce contributing citizens who will be able to excel in a global society.

Core Values

We believe that...

1. Trustworthiness, respect, responsibility, fairness, caring, and citizenship are essential to the well being of individuals and society.
2. All individuals have intrinsic value.
3. Every individual can contribute something of worth to society.
4. Individuals are responsible and accountable for their choices and decisions.
5. In order to grow and thrive, individuals need caring relationships and a nurturing environment.
6. Supportive family relationships are the foundation of the community.
7. High expectations lead to higher performance which, in turn, empowers the individual and strengthens society.
8. Continuous learning is a lifelong process that is essential to a productive and enriched life.
9. A safe and orderly environment is conducive to learning.

Strategic Objectives

By the end of School Year 2016 – 2020...

1. Each student will master all academic standards set forth by the District and State.
2. All students will continually identify personal interests, pursue them actively and independently, and produce evidence of positive growth as stated in the Core Values.
3. All students will continually volunteer for and complete service to the community.

Strategic Delimiters

We will not initiate any new program or service unless...

1. It is consistent with and contributes to our mission.
2. It is accompanied by the training, staff development, and resources needed to assure its effectiveness.

**Coahoma County School District
Board of Trustees**

Patrick Campbell, President

Lester Myles, Vice President

Edward Kinard, Secretary

Larry Haynes

Rico Smith

**Coahoma County School District
Administrative Team**

Xandra Brooks-Keys, Superintendent

Sherry Coleman, Director of Curriculum, Personnel, and Testing

Dr. Mario Keys, Director of Federal Programs and Professional Development

Zatara Bolden, Director of Special Services

LaTasha Perkins, Director of Support & Student Services

Mildred Cannon-Moore, District Business Administrator

Anthony Dixon, Director of Technology

Eddy Johnson, Director of Food Services

Lee Myles, Director of Transportation

Ricky Smith, Director of Maintenance

Olenza McBride, Principal, Coahoma County Jr./Sr. High School

Devona Jones, Principal, Friars Point Elementary

Charlette Artis-Harris, Principal, Jonestown Elementary

Crystal Hall-Gooden, Principal, Lyon Elementary

Mechelle Martin, Principal of Sherard Elementary

Goal 1

The district will achieve an achievement label of “C” by the end of 2019 and “B” by 2020, making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State Test.

Objective 1: Increase the percent of students scoring proficient and above and/or demonstrating growth in English/Language Arts and Mathematics.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
<p>1. 1 The Coahoma County School District will utilize the Mississippi College and Career Readiness Standards in ELA and Mathematics. The Instructional Management Plan was reviewed revised, and adopted during the 2016-2017 school year and will be revised as needed annually.</p>	<ul style="list-style-type: none"> ◆ School Board ◆ Superintendent ◆ Curriculum Director ◆ Building Administrators 	<p>No fiscal impact</p>	<p>School Year 2016-2017 and ongoing</p>	<p>The CCRS from the MDE website is being used at all district schools. Universal screeners, practice tests and Benchmark Assessments are administered to monitor progress and provide updates to the students, parents and the board.</p>
<p>1. 2 A data-driven professional development plan will be implemented for all district employees and substitute teachers.</p>	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ Professional Development/Federal Programs Director ◆ Special Services Director ◆ Building Administrators 	<p>Title I and IDEA funds</p>	<p>School Year 2016-2017 and ongoing</p>	<p>The plan is reviewed and revised annually. Additional professional development is provided to any school that is low performing. The professional development will be planned based on assessment data.</p>
<p>1.3 All teachers and others who instruct students on a regular basis are trained in instructional strategies that take into account various learning styles and student mastery of objectives/standards.</p>	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ Professional Development/Federal Programs Director ◆ Special Services Director ◆ Building Administrators 	<p>Title I and IDEA funds</p>	<p>School Year 2016-2017 and ongoing</p>	<p>Assessment progress monitoring data will impact professional development. .</p>

Goal 1 Cont.

The district will achieve an achievement label of “C” by the end of 2019 and “B” by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State Test.

Objective 1 Cont.: Increase the percent of students scoring proficient and above and/or demonstrating growth in English/Language Arts and Mathematics.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
1. 4. Building administrators will ensure that all teachers’ lesson plans demonstrate a variety of instructional strategies that take into account various learning styles and student mastery of objectives/standards and reflects comprehensive planning.	<ul style="list-style-type: none"> ◆ Building Administrators 	Title I funds (OnCourse)	School Year 2016-2017 and ongoing	OnCourse was implemented for teachers to complete lesson plans. Lesson plans will be monitored by principals for rigor alignment with the College and Career Readiness Standards and assessment formatting.
1. 5. Multi-Tiered System of Support (3-Tier Model for Intervention) will be actively implemented and continuously monitored for effectiveness.	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ Special Services Director ◆ District Instructional Coach ◆ Lead Teachers ◆ Teachers 	No fiscal impact	School Year 2016-2017 and ongoing	The district’s instructional coach monitors the MTSS of each school; each school’s Lead Teacher is responsible for teacher implementation. The Universal Screener (STAR) is utilized to make educational/instructional decisions.
1. 6. A reward system for exemplary attendance, academic achievement, and attitude by students and staff will be and implemented (It Pays to Make A’s).	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Level Administrators ◆ Counselors ◆ School’s Faculty and Staff 	Title I funds	Developed prior to and implemented during School year 2016-2017 and ongoing	It Pays to Make A’s Award and Incentive Program has been implemented, rewarding staff and students for excellence.

Goal 1 Cont.

The district will achieve an achievement label of “C”, by 2019 and “B” by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State Test.

Objective 1 cont.: Increase the percent of students scoring proficient and above and/or demonstrating growth in English/Language Arts and Mathematics.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
1. 7. State test scores will be evaluated and utilized when planning instruction.	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ Building Administrators ◆ Teachers 	Title I and IDEA funds	School Year 2016-2017 and ongoing	Test scores are analyzed using progress Monitoring tools and data is used to drive planning and instruction.
1. 8. Individual student and parent conferences will be held at the beginning of each school year to discuss the results of state testing.	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ Building Administrators ◆ Teachers 	No fiscal impact	School Year 2016-2017 and ongoing	Curriculum Night at each school is held after scores have been released. The district and school report cards are provided to parents and are on the district web page.
1. 9. Building administrators and district staff will provide technical assistance as needed for the growth of the teaching staff in providing differentiated instruction.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Curriculum Director ◆ Professional Development Director ◆ Special Services Director ◆ Building Administrators 	Title I and IDEA funds	School Year 2016-2017 and ongoing	Professional development is provided each year. Administrators monitor instruction with formal and informal observations.
1. 10. A District Advisory Council (P-16) will meet quarterly to seek input from all stakeholders in the school community.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrators 	Title I Funds	School Year 2016-2017 and ongoing	The District Advisory Council will be created and will meet quarterly and/or as needed.

Goal 1 Cont.

The district will achieve an achievement label of “C”, by 2019 and “B” by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State Test.

Objective 1 cont.: Increase the percent of students scoring proficient and above and/or demonstrating growth in English/Language Arts and Mathematics.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
1. 11. Different graduation options will be actively presented to parents and students beginning at the Junior High level.	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Counselors ◆ Teachers 	Approximately \$50,000 for JMG per year, \$15,000 for APEX from Title I funds	School Year 2016-2017 and ongoing	Jobs for Miss. Grads, APEX Credit Recovery were added in 2015. APEX Curriculum is used for credit recovery, ACT, SATP, and GED preparation.
1. 12. Motivational strategies will be implemented to increase teacher and student attendance.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Personnel Director ◆ Building Administrators 	Title I funds	School Year 2016-2017 and ongoing	It Pays to Make A's has been implemented in all district schools, annual awards are given to staff for good attendance.
1. 13. Afterschool programs will be implemented at all schools and through partnerships with community organizations to close achievement gaps and provide extra interventions for struggling students.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrators ◆ Lead Teachers 	Grants/Title I funds	School Year 2016-2017 and ongoing	21st Century Afterschool Program has been implemented at the Jr./Sr. High School. Partnerships with the Boys/Girls Club and other grants are in progress.
1. 14. Monthly parent meetings will be held at each school to provide parents with tips for helping students at home.	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Faculty and Staff 	Parental Involvement funds	School Year 2016-2017 and ongoing	Parent meetings have been implemented for each school once per month (district-wide topics/themes).

Goal 1 Cont.

The district will achieve an achievement label of “C” by 2019 and “B: by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State Test.

Objective 2: Increase students’ scores on the ACT.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
1. 15. The district will begin early exposure to the ACT in 8th grade by testing high performing students.	<ul style="list-style-type: none"> ◆ District Test Coordinator ◆ Building Administrator ◆ School Counselor 	Title funds for testing vouchers	School Year 2016-2017 and ongoing	Funds have been allocated to purchase test vouchers.
1. 16. The district will offer ACT prep as a class offering.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrator ◆ Counselor 	No fiscal impact	School Year 2016-2017 and ongoing	Teacher has been assigned ACT Prep and students are presently enrolled.
1. 17. The district will utilize APEX for tutorials and remediation of ACT skills.	<ul style="list-style-type: none"> ◆ Federal Programs Director ◆ Building Administrator 	Approximately \$15,000 for APEX from Title I funds	School Year 2016-2017 and ongoing	APEX is used for ACT preparation.
1. 18. The district will utilize professional consultants to train teachers on ACT testing taking skills, strategies, and instruction.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Federal Programs Director ◆ Building Administrator 	Title I funds	School year 2016-2017 and ongoing	Funds have been allocated for consultants.
1. 19. The district recognize students who score a 21 or higher on the ACT in board meetings (21+ Club)	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrator 	District funds to pay for T-shirts	School Year 2016-2017 and ongoing	21+ Club has been established and students are recognized at board meetings.

Goal 1 Cont.

The district will achieve an achievement label of “C” by 2019 and “B” by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State Test.

Objective 3: Increase course offerings (AP and Dual Enrollment) to increase the number of students taking and passing the AP Exam, thereby increasing the Acceleration points in the Accountability model.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
1. 20. The district will seek out opportunities for teachers to attend professional development to become AP endorsed.	<ul style="list-style-type: none"> ◆ Professional Development Director ◆ Building Administrator ◆ Teachers 	Title II funds	School Year 2016-2017 and ongoing	Funds have been allocated for teachers to attend professional development when the opportunity presents itself.
1. 21. The district will utilize virtual courses/offerings for AP classes.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Technology Director ◆ Building Administrator 	Title I funds	School Year 2016-2017 and ongoing	Funds have been allocated for classes
1. 22. Students who take AP classes will take the AP exam.	<ul style="list-style-type: none"> ◆ Building Administrator ◆ School Counselor 	No fiscal impact	School Year 2016-2017 and ongoing	AP exams have been ordered for AP test administration.
1. 23. The district will partner with local colleges for dual enrollment class offerings.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrator ◆ Counselor 	Title I funds	School Year 2016-2017 and ongoing	Communications have begun for partnerships to begin in Jan. 2017.
1. 24. Students will be identified who meet the qualifications to enroll in dual enrollment classes; opportunities for enrollment will be offered	<ul style="list-style-type: none"> ◆ Building Administrator ◆ Counselor 	No fiscal impact	School 2016-2017 and ongoing	Review process for identification of students has been implemented.

Goal 1

The district will achieve an achievement label of “C” by 2019 and “B” by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State test.

Objective 4: Improve exposure to technology to increase student achievement.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
1. 25. District wide technology standards will be implemented for networking, infrastructure, Internet, hardware, and software.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Technology Director 		School Year 2016-2017 and ongoing	
1. 26. The district will continue to expand access and availability of network based technology resources.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Technology Director 		School Year 2016-2017 and ongoing	WiFi accessibility has been strengthened.
1. 27. Each year the Technology Plan will be reviewed, revised, and implemented.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Technology Director 	TBD based on the Technology Plan	School Year 2016-2017 and ongoing.	
1. 28. Hardware will be replaced on a regularly scheduled bases to ensure consistent upgrades in technology.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Technology Director ◆ Building Administrators 	Grants/Title I funds/16th Section Interest funds	School Year 2016-2017 and Ongoing	Apple Grant received at Sherard Elementary School for Apple products and training. 16th Section Interest funds were utilized at all other schools for Chromebooks.
1.29. Technology will be incorporated into instruction as evidenced by lesson plans and administrative observations.	<ul style="list-style-type: none"> ◆ Director of Curriculum/Instruction ◆ Building Administrators 	No fiscal impact	Spring 2016-2017 and ongoing	Lesson plans are checked and classes are observed daily/weekly.
1. 30. All universal screeners, benchmark assessments, and progress monitoring will be administered online to mock the state's online assessment.	<ul style="list-style-type: none"> ◆ Director of Curriculum/Instruction ◆ Technology Director ◆ Building Administrators 	Title I funds to purchase STAR and CASE 21 Benchmark assessments.	Spring 2016-2017 and ongoing	

Goal 1

The district will achieve an achievement label of “C” by 2019 and “B” by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State test.

Objective 5: Increase the Graduation Rate to 80% by 2020.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
1. 31. All students will be tracked according to past academic performance and future readiness. (Design Principle 1-Ready for College and Career)	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Counselors ◆ Teachers 	No fiscal impact	School Year 2016-2017 and ongoing	All student progress is reviewed upon school entry and monitored through universal screening and benchmarking assessments.
1. 32. The number of high school students that are enrolled in accelerated Mathematics, English, and Science classes will increase.(Design Principle 2—Require Powerful Teaching and Learning)	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Counselors 	No fiscal impact	School Year 2016-2017 and ongoing	
1. 33. Teachers will have common planning periods to discuss students’ progress and ways to increase and strengthen instructional strategies to best meet students’ needs. (Design Principle 2—Require Powerful Teaching and Learning)	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Counselors 	No fiscal impact	School Year 2016-2017 and ongoing.	Subject area/ grade level teachers have common planning times built into the master schedule.
1. 34. Meet with seventh graders and freshman before entering junior high and high school to inform them of the school expectations and orient them to junior high and high school best practices. (Design Principle 2—Personalization)	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Counselors 	No fiscal impact	School Year 2016-2017 and Ongoing	

Goal 1 Cont.

The district will achieve an achievement label of “C” by 2019 and “B” by 2020 by making annual increases in the percent of students scoring proficient and above and/or demonstrating growth on the State test.

Objective 5: Increase the Graduation Rate to 80% by 2020.

1.35. Schools distribute newsletters to provide updates and information to parents in both English and Spanish. (Design Principle 3—Personalization)	<ul style="list-style-type: none"> ◆ Parent Liaisons 	No fiscal impact	Spring 2016-2017 and ongoing	School Newsletters are distributed monthly.
1. 36. The district will provide content-based/meaningful onsite professional development for teachers. (Design Principle 4—Redefine Professionalism)	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ Federal Programs Director ◆ Building Administrators 	Title I funds	Spring 2016-2017 and ongoing	
1. 37. Teacher will visit higher performing schools to help improve instructional strategies. (Design Principle 4—Redefine Professionalism)	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ Federal Programs Director ◆ Building Administrators 	Title I funds	Spring 2016-2017 and ongoing	
1. 38. At risk students will be identified to provide early interventions.(Design Principle 5—Leadership_	<ul style="list-style-type: none"> ◆ Curriculum Director ◆ District RTI Coordinator ◆ Building Administrators ◆ Lead Teachers 	Title I funds to purchase universal screeners and intervention tools	Spring 2016-2017	All students are screened monthly to identify at-risk students and monitor progress.
1.39 The schools will create a culture that is conducive to student achievement and staff development. (Design Principle 5—Leadership)	<ul style="list-style-type: none"> ◆ Federal Programs Director ◆ Building Administrators ◆ Counselors ◆ Teachers 	Title funds—Parental Involvement	Spring 2016-2017 and ongoing	

Goal 2

The district will attract/identify, hire, train and retain the “highest qualified” educators who focus on academic excellence and superior customer service.

Objective 1: Increase the pool of highly qualified applicants

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
2. 1. A New Teacher Orientation program was developed.	<ul style="list-style-type: none"> ◆ School Board ◆ Personnel Director ◆ Professional Development Director 	Title I and II funds	Spring 2009 and ongoing	Program is held at the beginning of each school year.
2. 2. Partner with business to provide awards and incentives for highly qualified teachers.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrators 	No fiscal impact	Spring 2009 and ongoing	District Teachers’ of the Year receive a monetary award.
2. 3. The district will create a “Grow Our Own” program by creating a partnership with a local college to ensure that all teachers are highly qualified through professional development (MAT program)	<ul style="list-style-type: none"> ◆ School Board ◆ Superintendent ◆ Personnel Director ◆ Federal Programs Director 	Title II funds for professional development	School Year 2016-2017 and ongoing	Teachers are enrolled in MAT programs
2.4. The district will provide professional development on PRAXIS test taking skills and content to ensure passing of the PRAXIS tests.	<ul style="list-style-type: none"> ◆ Professional Development Director 	Title II funds	School Year 2016-2017 and ongoing	Teachers attend PRAXIS professional development as offered.
2. 5. The district will attend recruitment fairs to recruit high qualified applicants	<ul style="list-style-type: none"> ◆ Personnel Director 	Title II funds	Spring 2009 and ongoing	Attendance at teacher recruitment fairs at area schools is provided by the Personnel Director.
2. 6. The district will provide high quality professional development based on teacher needs.	<ul style="list-style-type: none"> ◆ Professional Development Director ◆ Building Administrators 	Title II funds	Spring 2009 and ongoing	Teacher needs are assessed to provide high quality professional development.

Goal 2

The district will attract/identify, hire, train and retain the “highest qualified” educators who focus on academic excellence and superior customer service.

Objective 2: Decrease by 50% the number of teachers leaving the district

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
2. 7. Pair new teachers with a veteran teacher mentor.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Personnel Director ◆ Building Administrator 	No fiscal impact	Developed during School Year 2008-2009 and ongoing	A teacher mentor program has been implemented.
2. 8. An ongoing system of orientation, mentoring, and engagement for all current and future staff will be developed that ensures they have a thorough understanding of the Strategic Plan and are incorporating that understanding into their job function.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Personnel Director ◆ Building Administrator 	TBD	Developed during School Year 2008-2009 and on going	New teacher orientation is provided twice per year, at the beginning of each semester.
2. 9. A commitment will be made to improve the communication among all levels of staff, utilizing technology to ensure all staff members receive current, up-to-date information about district and school operations and/or opportunities.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Personnel Director ◆ Technology Coordinator ◆ Building Administrator 	\$7,000 per year from Title I funds	Developed during School Year 2008-2009, and implemented during School Year 2009-2010 and ongoing	All staff have e-mail addresses, and the district implemented Alert Now Mass Communication System.

Goal 2

The district will attract/identify, hire, train and retain the “highest qualified educators who focus on academic excellence and superior customer service.

Objective 2 Cont.: Decrease by 50% the number of teachers leaving the district.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
2. 10. Teachers will be encouraged to pursue higher degrees and National Board Certification in their area of expertise and will be provided assistance by the District in completing the process successfully.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Curriculum and Instruction ◆ Professional Development ◆ Personnel Director ◆ Building Administrator 	Title I funds	School Year 2016-2017 and ongoing	Several teachers and administrators received higher degrees and National Board Certification. Federal funds are used to reimburse teachers who are pursuing advanced degrees.
2. 11. Conduct comprehensive exit interviews for all employees.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Assistant Superintendent ◆ Personnel Director ◆ Building Administrator 	No fiscal impact	School Year 2016-2017 and ongoing	
2. 12. Conduct climate surveys for all employees.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Assistant Superintendent ◆ Personnel Director ◆ Business Manager ◆ Building Administrator 	No fiscal impact	School Year 2016-2017 and ongoing	

Goal 3.**The district will improve school relationships through parent and community engagement.****Objective 1: Increase parental involvement/input.**

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
3. 1. A plan will be developed and implemented at each school for communicating academic progress with parents.	<ul style="list-style-type: none"> ◆ Curriculum and Instruction ◆ Building Administrators 	No fiscal impact	Developed during School Year 2016-2017 and implemented during School Year 2016-2017 and ongoing	Progress reports, report cards, parent/teacher conferences, PTO meetings are scheduled regu-
3. 2. A plan for continuous, positive parent communication from the school and district will be developed and implemented at each school.	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Teacher ◆ Parent Liaison ◆ Superintendent 	\$7,000 from Title I funds	Implemented beginning in 2016-2017 and ongoing	Quarterly news letters go out, monthly parent learning meetings, and Alert Now is used when appropri-
3. 3. A handbook for school volunteers will be developed and an active program to recruit community volunteers will be implemented.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Parent Coordinator ◆ Building administrators 	No fiscal impact	Will be developed during School Year 2016-2017, and implemented during School Year 2016-2017 and ongoing	
3. 4. Focus group meetings will be conducted at each school and with parents of students in Special Education to assess needs from the viewpoint of the parents.	<ul style="list-style-type: none"> ◆ Special Education Director ◆ Building Administrators 	No fiscal impact	Conducted during School Year 2016-2017, and implemented during School Year 2006-2007 and ongoing	IEP meetings are held as needed.
3. 5. Each school will send out a customized message to parents inviting them to school events including board meetings.	<ul style="list-style-type: none"> ◆ Building Administrators 			

Goal 3 Cont.

The district will improve school relationships through parent and community engagement.

Objective 1: cont. Increase parental involvement /input.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
3. 6. Each School will send out a customized message to parents inviting them to school events including board meetings.	♦ Building Administrators	\$7,000 per year from Title I funds	School Year 2009-2010 and ongoing	Alert Now Mass and SAMS Communication is being used.
3. 7. Each school will develop a process to be implemented at the school that will ensure fast, courteous and friendly acknowledgment of visitors with a consistent message.	♦ Building Administrators	No fiscal impact	School Year 2009-2010 and ongoing	School Secretaries greet all parents and visitors. Visitor signs are posted at all entries.
3. 8. Schools will utilize available technology to provide families with a variety of methods to receive home-school communication.	♦ Superintendent ♦ Technology Coordinator ♦ Building Administrators	\$7,000 per year	School Year 2009-2010 and ongoing	Alert Now and district web page provide information to parents and the community.
3. 9. The district will conduct an annual survey to evaluate the effectiveness of family communication methods and modify district and/or school plans accordingly.	♦ Superintendent ♦ Special Education Director ♦ Building Administrators	No fiscal impact	School Year 2009-2010 and ongoing	
3. 10. Design, publish and maintain a user friendly district website and a district brochure	♦ Superintendent ♦ Technology Coordinator	District Funds	School Year 2008-2009 and ongoing	Brochure and webpage have been implemented.
3. 11. Develop, publish and widely distribute a district newsletter	♦ Superintendent	Title I and district funds	School Year 2010-2011 and ongoing	

Goal 3 Cont.

The district will improve school relationships through parent and community engagement.

Objective 1 cont.: Increase parental involvement/input.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
3. 12. Conduct interactive dialogues with the community at open forums and other interactive media.	<ul style="list-style-type: none">◆ School Board◆ Administrative Team	No fiscal impact	School Year 20016-2017 and ongoing	
3. 13. Develop a mechanism for communicating the District's Strategic Plan.	<ul style="list-style-type: none">◆ Superintendent	TBD	Spring 2 and ongoing	The district plan is posted on the district web page. The district's mission is outlined on a local billboard.

Goal 3 Cont. The district will improve school relationships through parent and community engagement.

Objective 2: Increase business relationships and opportunities for collaboration.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
3.14. Establish partnerships with agencies, businesses, and civic organizations to further the endeavors of the school district.	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Administrative Team 	No fiscal impact	School year 2016-2017 and ongoing	
3. 15. Seek out grant opportunities from community and educational organizations to further the endeavors of the school district.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Administrative Team ◆ Building Administrators 	No fiscal impact	School Year 2016-2017 and ongoing	Grant opportunities have included Apple Grant, MCOPS, Project Fit, Muscle Milk, Computer Coding, School Gardens
3. 16. Design, publish and maintain a user friendly district website and a district brochure.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Technology Coordinator ◆ Building Administrator 	No fiscal impact	Implemented during School Year 2008-2009 and ongoing	Webpage has been implemented and is continuously updated.
3. 17. Develop, publish and widely distribute a district newsletter	<ul style="list-style-type: none"> ◆ Superintendent 	District funds	School Year 2016-2017 and ongoing	

Goal 4: The district will provide safe and secure facilities and activities/programs that promote good health and wellness for all students and staff.

Objective 1: Decrease the number of incidents that warrant out of school suspensions and student absences through development of character and health education programs.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
<p>4.1. The district school level safety plans will be reviewed, revised, and implemented. District policies will be reviewed, revised, and implemented.</p>	<ul style="list-style-type: none"> ◆ Superintendent ◆ District Safety Coordinator ◆ Building Administrators 	<p>No fiscal impact</p>	<p>Implemented annually beginning with the School Year 2009-2010 and ongoing.</p>	<p>Safety drills are conducted regularly. Visitor sign-in and passes are required at all schools. Bullying policy implemented.</p>
<p>4.2. The district will create an SRO team to provide character education, deter distractions, provide mentorship, and proactively diffuse possible conflict. School officers will be implemented at all schools.</p>	<ul style="list-style-type: none"> ◆ Superintendent ◆ Personnel Director ◆ District Safety Coordinator 	<p>District funds</p>	<p>Implemented beginning January 2016 and ongoing.</p>	<p>SRO team has been established, MCOPS grant applied for each year to assist with salary funding.</p>
<p>4.3. The character education program will be reviewed, revised, and implemented.</p>	<ul style="list-style-type: none"> ◆ District Safety Coordinator ◆ Building Administrators ◆ Curriculum Director ◆ RTI Coordinator 	<p>No fiscal impact</p>	<p>Beginning School Year 2009-2010 and ongoing</p>	<p>PBIS is implemented at all schools.</p>
<p>4.4. The district drug education programs will be reviewed, revised, and implemented.</p>	<ul style="list-style-type: none"> ◆ District Safety Coordinator ◆ Building Administrators ◆ Counselors 	<p>Title I and Title IV funds</p>	<p>Implemented during school year 2009-2010 and ongoing.</p>	

Goal 4: The district will provide safe and secure facilities and activities/programs that promote good health and wellness for all students and staff.

Objective 1 cont.: Decrease the number of incidents that warrant out of school suspensions and student absences through development of character and health education programs.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
4.5. The physical education frameworks will be implemented at all levels.	<ul style="list-style-type: none"> ◆ School Board ◆ Superintendent ◆ Building Administrator 	TBD by the number of physical education teachers required	School Year 2008-2009 and ongoing	The physical education framework has been implemented.
4.6.. The school nurses will be scheduled to all district schools.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrator ◆ School Nurse 	No fiscal impact	School Year 2016-2017 and ongoing	The district has presently has 2 nurses.
4.7. The District will apply for health and wellness grants	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrator 	TBD depending on requirements of grant	School Year 2016-2017 and ongoing	The district has applied for Project Fit Grants for 4 schools, Fresh Fruit and Vegetables Grants, and garden grants. There is also an active MOU agreement with the Alliance for a Healthier Generation to provide technical assistance for faculty, staff, and student wellness.
4.8. The Superintendent will promote student and teacher attendance by pledging to and utilizing strategies from the Attendance Works campaign.	<ul style="list-style-type: none"> ◆ Superintendent 	No fiscal impact	School Year 2016-2017 and ongoing	The Superintendent signed the Attendance Works pledge—posted in Education Week and online.

Goal 4: The district will provide safe and secure facilities and activities/programs that promote good health and wellness for all students and staff.

Objective 1 cont.: Decrease the number of incidents that warrant out of school suspensions and student absences through development and character education programs.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
4.9. All schools will put attendance incentive programs that recognize good and improved attendance, along with the already developed "It Pays to	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Counselors 	Title funds	School Year 2016-2017 and ongoing	All schools recognize good attendance.
4.10. Student and teacher attendance will be monitored monthly at administrator meetings.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Building Administrators 	No fiscal impact	School Year 2016-2017 and ongoing	Attendance is monitored at administrator meetings.

Goal 4: The district will provide safe and secure facilities and activities/programs that promote good health and wellness for all students and staff.

Objective 2: Improve appearances and security of all facilities.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
4.11. The district and school level safety plans will be reviewed, revised, and implemented. District policies will be reviewed, revised, and implemented. Safety plans for each school will be created and implemented.	<ul style="list-style-type: none"> ◆ School Board ◆ Superintendent ◆ Director of Student/Support Services ◆ Building administrator 	No fiscal impact	Implemented annually beginning with the School Year 2009-2010 and ongoing	Safety drills are conducted regularly. Visitor sign in and passes required at all schools. Bullying policy implemented.
4.12. Evaluation rubrics will be created for all personnel to communicate expectations and the expectations will be monitored by the Director of Student/Support Services.	<ul style="list-style-type: none"> ◆ School Board ◆ Superintendent ◆ Director of Student/Support Services 	No Fiscal Impact	School Year 2016-2017 and ongoing.	
4. 13. A long-term plan for replacement of buses and placing cameras on buses will be developed and implemented.	<ul style="list-style-type: none"> ◆ Superintendent ◆ School Board ◆ Director of Student/Support Services ◆ Transportation Director 	No fiscal impact	School Year 2016-2017 and ongoing	
4. 14. Access systems needs at all district buildings will be analyzed based on campus design, school level, and door design.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Director of Student/Support Services ◆ Maintenance Director ◆ Building Administrators 	TBD	School Year 2016-2017 and ongoing	
4.15. Expectations will be communicated and implemented concerning inside and outside facility maintenance.	<ul style="list-style-type: none"> ◆ Director of Student/Support Services ◆ Maintenance Director ◆ Building Administrators 	No Fiscal Impact	School Year 2016-2017 and ongoing	Evaluation rubrics for all personnel will be developed.

Goal 5: The district will develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Objective 1: Ensure that Federal and SPED guidelines are followed and correlated to student data.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
5. 1. Ensure that 100% of all Title I and IDEA expenditures can be correlated with student growth scores or learning gains using review of progress monitoring data with school staff to track student progress and make necessary adjustments.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Special Service Director ◆ Federal Programs Director ◆ Curriculum Director ◆ Business Manager ◆ Building Administrators 	No fiscal impact	School Year 2016-2017 and ongoing	Student and teacher data is utilized to determine district needs.
5. 2. Maintain 100% compliance of the CCSD Instructional Plan through progress monitoring and regular status checks of programs (sites, number,	<ul style="list-style-type: none"> ◆ Superintendent ◆ Federal Programs Director ◆ Curriculum Director ◆ Building Administrators 	No fiscal impact	School Year 2016-2017 and ongoing	Program and assessment data will be analyzed to determine program effectiveness.
5. 3. Examine all new state mandates to determine funding sources and identify significant unfunded mandates as part of the District's legisla-	<ul style="list-style-type: none"> ◆ School Board ◆ Superintendent ◆ Business Manager 	No fiscal impact	School Year 2016-2017 and ongoing	
5. 4. Improve the development and monitoring of the School Improvement Plan by plan reviews of School Improvement goals, action plans, timelines and alignment of School Improvement Plans with the District Strategic Plan.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Curriculum Director ◆ Federal Programs Director 	No fiscal impact	School Year 2016-2017 and ongoing	

Goal 5: The district will develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Objective 2: Attrition teacher positions where appropriate.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
5. 5. Maintain and continuously improve the established process for class size as measured by the number of schools meeting class size.	<ul style="list-style-type: none"> ◆ Building Administrators ◆ Counselors ◆ Federal Programs Director 	No fiscal impact	School Year 2016-2017 and ongoing	
5. 6. Improve and document the process for allocation of units at schools and district work sites including evidence of school-level autonomy over staffing, scheduling, and budgeting to support student achievement.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Personnel Director 	No fiscal impact	School Year 2016-2017 and ongoing	Teacher units will be monitored to determine vacancy of positions.
5. 7. Decrease the number of vacant teacher positions daily in each school from the first day of school and improve teacher attendance overall.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Personnel Director ◆ Building Administrators 	No fiscal impact	School Year 2016-2017 and ongoing	

Goal 5: The district will develop and sustain effective and efficient use of all resources for improved student achievement and fiscal responsibility.

Objective 2: Ensure overall fiscal management of resources through auditing and budgeting processes.

Strategies	Responsible	Fiscal Impact	Timeframe	Progress Updates
5. 8. Conduct revenue vs. expenses analysis of school sites, district offices, educational programs and district operations.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Federal Programs Director ◆ Business Manager 	No fiscal impact	School Year 2016-2017 and ongoing	
5. 9. Ensure any audit comments are corrected within a calendar year.	<ul style="list-style-type: none"> ◆ Superintendent ◆ Administrative Team 	No fiscal impact	School Year 2016-2017 and ongoing	
5. 10. Ensure that the budget process includes steps that incorporate appropriate stakeholders and a timely sequence of all essential components.	<ul style="list-style-type: none"> ◆ School Board ◆ Superintendent ◆ Federal Programs Director ◆ Business Manager 	No fiscal impact	School Year 2016-2017 and ongoing	