



STRATEGIC PLAN

2024-2028



VISION:

Greene County Schools will become a high performing public school system of choice where educators inspire, families engage, and all students thrive in a supportive community.

MISSION:

To educate, inspire, challenge, and support students to become college and career ready.

BELIEFS:

1. Every child can learn and deserves an advocate.
2. Everyone is worthy of being treated with dignity and respect.
3. In establishing high expectations that are measurable and establish accountability for achieving them.
4. Education is the primary responsibility of all staff and the student, with the family, and the community playing an essential role.
5. Every person is accountable and responsible for reaching his or her highest potential.
6. Hiring, evaluating, developing and retaining highly qualified staff in all positions is essential for student success.
7. Resources applied in an effective manner are essential for successful schools.
8. In effective collaboration to ensure, best practices are identified and adopted throughout the whole school system.
9. A safe and orderly learning environment is essential to teaching and learning.
10. Student and staff achievement should be celebrated while embracing continuous improvement.

Strategic Goal Area 1

Teaching and Learning

Strategic Goal Area 1		Teaching and Learning			
Specific Goal 1.1		Increase Mastery of the Curriculum			
Measurable Objective 1.1.1		Increase Student Proficiency in Core Academic Areas			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	To increase and maintain a consistent graduation rate ---State average is 85%	Ongoing	Graduation Coach	Graduation Coach and GCHS admin	Graduation Cohort Data
	Increase the percentage of students scoring proficient or higher on Algebra I EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Increase the percentage of students scoring proficient or higher on American Literature EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Increase the percentage of students scoring proficient or higher on Biology EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS

	Increase the percentage of students scoring proficient or higher on U.S. History EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Increase the percentages of 3-5 and 6-8 students scoring proficient or higher on the Math Georgia Milestones Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Increase the percentages of 3-5 and 6-8 students scoring proficient or higher on the ELA Georgia Milestones Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Increase the percentages of 3-5 and 6-8 students scoring proficient or higher on the Science Georgia Milestones Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Increase the percentages of 3-5 and 6-8 students scoring proficient or higher on the Social Studies Georgia Milestones Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Increase the percentage of K-2 students scoring on grade level (50 th percentile) on the system chosen assessment for Mathematics	Ongoing	NWEA MAP testing	Principal, Curriculum Coordinator, and Instructional Technology	NWEA MAP

	Increase the percentage of K-2 students scoring on grade level (50 th percentile) on the system chosen assessment for ELA	Ongoing	NWEA MAP testing	Principal, Curriculum Coordinator, and Instructional Technology	NWEA MAP
	Develop consistent grading practices based on grade band with annual review	Ongoing	BOE Grading Policy and Procedures	Curriculum Coordinator, Principals, Technology Director, and Assistant Superintendent	Grading Policy and examination annually

Strategic Goal Area 1	Teaching and Learning				
Specific Goal 1.1	Increase Mastery of the Curriculum				
Measurable Objective 1.1.2	Decrease the Percentage of Students at “Beginning” Learning				

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
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	Decrease the percentages students scoring beginning level on the Algebra EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Decrease the percentages students scoring beginning level on the US History EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Decrease the percentages students scoring beginning level on the Biology EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Decrease the percentages students scoring beginning level on the American Lit EOC	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS

	Decrease the percentages of 3-5 and 6-8 students scoring beginning level on the Mathematics Georgia Milestones Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Decrease the percentages of 3-5 and 6-8 students scoring beginning level on the English Language Arts Georgia Milestones Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Decrease the percentages of 5 th and 8 th grade students scoring beginning level on the Science Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS
	Decrease the percentages of 5 th and 8 th grade students scoring beginning level on the Social Studies Assessment	Ongoing	Test Prep Materials	Principal and Curriculum Coordinator	GMAS

Strategic Goal Area 1	Teaching and Learning				
Specific Goal 1.2	Improve Rigor for All Students				
Measurable Objective 1.2.1	Increase graduation and post-graduation readiness				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Decrease the number of credit recovery segments completed as part of the high school curriculum	Ongoing	Edgenuity or some other equivalent resource	Graduation Coach, High School Principal	Infinite Campus Report
	Increase the percentage of students entering college -TCSG without needing remediation	Ongoing	Dual Enrollment, Advanced Placement	Graduation Coach, High School Admin, College and Career CEO	Annual CCRPI reports
	Increase the percentage of students who have a qualifying score on an Advanced Placement test	Ongoing	AP materials	Graduation Coach, High School Admin, College and Career CEO	Annual CCRPI reports (Rigor)
	Increase the number of students successfully completing the dual enrollment course with an A, B, or C	Ongoing	Dual Enrollment	Graduation Coach, High School Admin, College and Career CEO	Annual CCRPI reports (Rigor)

	Increase the number of high school course credits offered at middle school level	Ongoing	Curriculum Materials	Graduation Coach, High School Admin, College and Career CEO	Annual CCRPI reports (Rigor)
	Increase the percentage of students entering GCSS “Kindergarten Ready” as determined by fall performance on the system-chosen assessment for Reading	Ongoing	Community Partnerships	Curriculum Coordinator, School Improvement Specialist and	NWEA MAP Reading RIT 142

Strategic Goal Area 1	Teaching and Learning				
Specific Goal 1. 3	Foster Social and Emotional Growth for All Students				
Measurable Objective 1.3.1	Implement Social and Emotional Learning Curriculum				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Continue a social emotional learning curricula at each school to include age specific competencies of non-cognitive skills, soft skills, and character education and development	Ongoing	Voyage and 7 Mindsets	Assistant Superintendent	Panorama
	Continue to implement a social/emotional survey (e.g. Panorama) to assess non-cognitive skills, soft skills, and character education	Ongoing	Voyage and 7 Mindsets	Assistant Superintendent	Panorama

Strategic Goal Area 1	Teaching and Learning				
Specific Goal 1.4	Comprehensive Literacy and Numeracy Plan				
Measurable Objective 1.4.1	Adopt and implement a comprehensive and rigorous curriculum				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Create new District Pacing Guides based on New Georgia Math Standards	Ongoing	GaDoe Resources and PL	Curriculum Coordinator and Coaches	System Level Pacing Guides Aligned to the State
	Create new District Pacing Guides based on New Georgia ELA Standards	Ongoing	GaDoe Resources and PL	Curriculum Coordinator and Coaches	System Level Pacing Guides Aligned to the State
	Create Grade Level Frameworks consisting of identifying research-based structure, strategies, programs and common assessments for each grade level for New Georgia Math Standards	Ongoing	GaDoe Resources and PL	Curriculum Coordinator and Coaches	Frameworks and Implementation
	Create Grade Level Frameworks consisting of identifying research-based structure, strategies, programs and common assessments for each grade level for New Georgia Math Standards	Ongoing	GaDoe Resources and PL	Curriculum Coordinator and Coaches	Frameworks and Implementation

	Adopt and implement with fidelity a research-based program of study for numeracy	FY24 for numeracy	GCSS budget	Curriculum Coordinator	Adoption of Textbook and/or Materials
	Adopt and implement with fidelity a research-based program of study for literacy	FY25 for literacy	GCSS budget	Curriculum Coordinator	Adoption of Textbook and/or Materials
	Analyze multiple sources of literacy and numeracy data to drive instructional decisions for each grade band (K-2, 3-5, 6-8, 9-12).	Ongoing	Educlimber data	Curriculum Coordinator and Instructional Technology and Director of Technology	Annual Report of Efficacy on Data Sources
	Conduct an annual audit of instructional software programs to determine effectiveness for increasing student achievement	Annual	Title I, Esplost, Local Budget	Instructional Technology, Curriculum Coordinator, and Principals	Audit Report
	Conduct internal impact checks to evaluate implementation and assessment data	5 times per year	Action Plans and Pertinent test data	School Improvement Specialist	Impact Check Feedback and BOE reports

	Implement professional learning communities for building higher level unit assessments using backwards design in reading and math	Ongoing	Title II monies and SREB	Curriculum Coordinator	Implementation of Units
	Research best practices for project-based/real-life/experiential learning in reading and math classrooms and develop a plan for implementation	Ongoing	Title II monies and SREB	Curriculum Coordinator	Implementation of Cross-Curricular Units

Strategic Plan – Teaching and Learning

Measurable Outcome Goals

2023-2028

Increase Mastery 1.1.1	<u>State Avg.</u>	<u>Baseline</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>
High School Graduation Rate	85%	86.3%	85%	85%	85%	85%	85%
Algebra I	36%	4%	10%	16%	22%	28%	36%
American Literature	43%	12%	18%	24%	30%	36%	43%
Biology	47%	29%	33%	37%	41%	45%	47%
U.S. History	52%	19%	25%	32%	40%	45%	52%
Elementary Math Grades 3-5	43%	45%	48%	51%	54%	57%	60%

Decrease Beginning Levels 1.1.2	<u>State Avg.</u>	<u>Baseline Data</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>
Algebra I	28%	68%	60%	52%	43%	36%	28%
American Literature	27%	50%	44%	38%	32%	26%	22%
Biology	35%	50%	46%	42%	36%	34%	28%
U.S. History	26%	62%	54%	46%	38%	30%	23%
Elementary Math Grades 3-5	24%	18%	16%	14%	12%	11%	10%

Elementary ELA Grades 3-5	29%	30%	28%	26%	24%	22%	20%
Middle Grades 6-8 Math	28%	55%	50%	45%	40%	35%	28%
Middle Grades 6-8 ELA	27%	42%	39%	36%	33%	30%	27%
Middle Grades 6-8 Social Studies	26%	45%	41%	37%	33%	29%	26%
Middle Grades 6-8 Science	35%	67%	61%	55%	49%	43%	35%

Improve Readiness 1.2.1	<u>State Avg.</u>	<u>Baseline Data</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>
Credit Recovery	N/A	219	195	171	147	123	100
Students Entering College Not Needing Remediation	35%	25%	27%	29%	31%	33%	35%
Students w/Qualifying Score on AP	36%	22%	26%	30%	34%	38%	40%
Dual Enrollment (students passing)	22%	69	72	75	75	75	75
High School Courses in Middle School	N/A	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>7</u>	<u>7</u>
Kindergarten Readiness	N/A	<u>39%</u>	<u>43</u>	<u>46</u>	<u>49</u>	<u>52</u>	<u>55</u>

Implement a Rigorous Curriculum 1.4.1	<u>State Avg.</u>	<u>Baseline Data</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>
District Pacing Guides - Math	<u>FY24</u>	N/A	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No
District Pacing Guides - ELA	<u>FY25</u>	N/A	N/A	Yes/No	Yes/No	Yes/No	Yes/No
GL Frameworks - Math	<u>FY 24</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>
GL Frameworks - ELA	<u>FY25</u>	<u>N/A</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>
<u>Math Program of Study</u>	<u>FY 24</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>
<u>ELA Program of Study</u>	<u>FY25</u>	<u>N/A</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>
<u>Data Analysis for Math/ELA</u>	<u>N/A</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>
<u>Instructional Software Audit</u>	<u>N/A</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>	<u>Yes/No</u>
<u>Impact Checks</u>	<u>N/A</u>	<u>3</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>	<u>5</u>

Strategic Goal Area 2

Culture & Climate

Strategic Goal Area 2		Culture & Climate			
Specific Goal 2.1		Community Partnerships			
Measurable Objective 2.1.1		Develop and build mutual trust, confidence and partnerships between community and school			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	(Carryover from 2023 Strategic Plan) Maintain work-based learning enrollment	Fall 2023 - Ongoing	General Fund	CEO of GCCA, GCHS Principal	Work-Based Learning course enrollment
	Every school maintains an avenue for community volunteers to get involved	Ongoing	General Fund	Wraparound Community Coordinator	Number of volunteers who have completed training
	Utilize digital media for positive branding at the district level	Fall 2023 - Ongoing	General Fund	Director of Communications	3-5 posts per social media account, per platform, per week; district community e-newsletter and its metrics, videos, annual report online flipbook, district and school websites
	(Carryover from 2023 Strategic Plan) Schools maintain updated social media plans	Fall 2023 - Ongoing	General Fund	Director of Communications	3-5 posts per account, per platform, per week

	Revise district communications plan to respond to current community communications needs	Fall 2023 - Ongoing	General Fund	Director of Communications	District-wide communications plan document
	Determine stakeholder perceptions of schools and the school district	Annually	General Fund	Director of Communications	Surveys of staff, parents/families, student health survey, community survey, Panorama, monitoring of social media engagement, master survey calendar
	Maintain partnerships with community agencies	Ongoing	General Fund	District and School Leadership	Athens Tech partnership with GCCA, Victory Train, Greene County Early Learning Center, GCCA advisory board meetings, community/business organization events, ATLAS, community volunteer programs, donors

Strategic Goal Area 2 Specific Goal 2.2 Measurable Objective 2.2.1	Culture & Climate Parent Engagement Increase opportunities for parental involvement while building mutual trust and confidence				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Continue offering curriculum nights across the district at all schools	Ongoing	General Fund, Federal Programs	School and District Leadership	Sign-in sheets, Meeting promotion (flyers, callouts, advertisements, social media posts)
	Increase the percentage of parents with accurate contact information in Infinite Campus <i>Baseline Data: In March 2023, Blackboard delivery reports showed that 92% of parents successfully received mass distribution messages by either call, text, or email. Our target is to increase that number by 1% each year.</i>	Ongoing	General Fund	District Registrar	Blackboard delivery reports, Infinite Campus reports, School Status reports
	Increase number of parents attending parent/teacher conferences	Ongoing	General Fund	School Leadership	Sign-in sheets

	Increase participation in Parent University	Quarterly	Federal Programs, Donations, General Fund	Parent Engagement Coordinator	Sign-in sheets
	Increase Parent Portal registrations and provide training for parents	Fall 2023 - Ongoing	General Fund	Parent Engagement Coordinator, Media Specialists	Agendas, Infinite Campus gradebook logins
	Communicate clear grading expectations (policy and practices) to all stakeholders	Fall 2023 - Ongoing	General Fund	Director of Communications	School handbook, parent announcements in newsletters and district communications systems, employee handbook, district & school websites
	Publish district parent newsletter	Fall 2023 - Ongoing	General Fund	Director of Communications	Smore email metrics

Strategic Goal Area 2 Specific Goal 2.3 Measurable Objective 2.3.1	Culture & Climate Student Self-Advocacy Promote student ownership of learning through increased student engagement				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Maintain safe, orderly, supportive learning environment	Ongoing	General Fund	School Leadership	Safety drills portal, discipline reports, surveys
	Foster a fun and creative environment built on respect and encouragement where all individuals believe they can make a positive difference	Ongoing	General Fund	School Leadership	Involvement in extracurriculars, field trips/experiences, student rewards, discipline reports, student and teacher satisfaction surveys, teacher retention rate, student and staff attendance
	Each school will have individual learning plans for all students.	Ongoing	General Fund	School MTSS Teams	The learning plans, career plans, graduation plans
	Continue to provide leadership opportunities for students (clubs, activities)	Ongoing	General Fund	School Leadership	Student-led conferences, leadership teams for extracurriculars, list of clubs and club leaders at each school

	Foster an environment of inclusion and sense of belonging for all students by actively supporting specific populations	Ongoing	General Fund	District and School Leadership	Cultural events such as Hispanic Heritage Days and Black History Programs, Exceptional Children's Day, Adaptive Sports, clubs related to student interests (i.e. E-sports)
	Maintain implementation of Positive Behavior Interventions and Supports (PBIS) with fidelity	Ongoing	General Fund	PBIS Coordinators	PBIS Rewards, discipline reports
	(Carryover from 2023 Strategic Plan) Decrease number of days missed as a result of suspension (i.e. ISS and OSS) <i>Baseline Data: In FY 2022, there were 2,230 days missed as a result of ISS and OSS. Our target is to decrease that number by 5% each year.</i>	Ongoing	General Fund	School Leadership	Educators Handbook
	Improve student attendance	Ongoing	General Fund	School Leadership, Attendance Team	Attendance reports
	Provide opportunities for students to share their feedback and ideas for improving school culture	Ongoing	General Fund	District and School Leadership	Superintendent's Student Advisory Council (SSAC), principals' advisory councils, student council, surveys,

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Strategic Plan – Culture & Climate

Measurable Outcome Goals

2023-2028

2.1.1 Develop Mutual Trust	<u>Baseline</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>
Maintain work-based learning enrollment	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
Every school maintains an avenue for community volunteers to get involved	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
Utilize digital media for positive branding at the district level	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
Schools maintain updated social media plans	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N

Revise district communications plan to respond to current community communications needs	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
Determine stakeholder perceptions of school and the district	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
Maintain partnerships with community agencies	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N

2.2.1 Increase opportunities for parental involvement	<u>Baseline</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>
Continue offering curriculum nights across the district at all schools	Y/N	Y/N	Y/N	Y/N	Y/N	Y/N
Increase the percentage of parents with accurate contact information in Infinite Campus	92%	93%	94%	95%	96%	97%

Increase number of parents attending parent-teacher conferences	21%	26%	31%	36%	41%	46%
Increase participation in Parent University <i>(average number of parents participating in each Parent University session)</i>	32	66	69	72	76	80
Increase Parent Portal registrations and provide training for parents <i>(percentage of all k-12 students having a parent with an account)</i>	72%	75%	78%	81%	84%	87%
Communicate clear grading expectations (policy and practices) to all stakeholders	No	Y/N	Y/N	Y/N	Y/N	Y/N
Publish district parent newsletter	Yes	Y/N	Y/N	Y/N	Y/N	Y/N

2.3.1 - Promote Student Ownership of Learning	<u>Baseline</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>	<u>FY28</u>
Maintain safe, orderly, supportive learning environment	Yes/No	Yes/ No	Yes/ No	Yes/ No	Yes/ No	Yes/ No
Foster a fun and creative environment built on respect and encouragement where all individuals believe they can make a positive difference	Yes/No	Yes/ No	Yes/ No	Yes/ No	Yes/ No	Yes/ No
Each school will have individual learning plans for all students	Yes/No	Yes/ No	Yes/ No	Yes/ No	Yes/ No	Yes/ No
Continue to provide leadership opportunities for students (clubs, activities)	Yes/No	Yes/ No	Yes/ No	Yes/ No	Yes/ No	Yes/ No
Foster an environment of inclusion and sense of belonging for all students	Yes/No	Yes/ No	Yes/ No	Yes/ No	Yes/ No	Yes/ No

ny actively supporting specific populations						
Maintain implementation of Positive Behavior Interventions and Supports (PBIS) with fidelity	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No
Decrease number of days missed as a result of suspension	2,230	2114	2008	1908	1813	1722
Improve student attendance <i>GCSS will increase the percentage of students absent less than 10% of enrolled days.</i>	76.46%	78%	80%	82%	84%	86%
Provide opportunities for students to share their feedback and ideas for improving school culture	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No	Yes/No

Strategic Goal Area 3

Organizational and Operational Effectiveness

Strategic Goal Area 3		Organizational and Operational Effectiveness			
Specific Goal 3.1		-Identify, develop, and retain high performing faculty and staff			
Measurable Objective 3.1.1		-Attrition Rate: Decrease attrition (increase retention) rate of high performing certified staff. <ul style="list-style-type: none"> ● Limit turnover of faculty and staff 			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Creation of system recruiting and retention team	Annually	Employee Time	Human Resources Director	Retention rates
	Conduct stay interviews and exit interviews	Annually	Employee Time	Human Resources Director	Summation document
	Identify effective staff members	Annually	Employee Time	Human Resources Director and Principals	Classroom Observations, District Walkthrough Data, TKES/LKES/GaLEADS
	Develop or replace ineffective staff	Annually	Employee Time	Human Resources Director, Principals, Instructional Coaches	Higher percentage of effective staff; data/documentation substantiates replacement needs

	Administrators attend recruitment fairs	Annually	Travel and registration fees	Human Resources Director and Principals	Registration documentation of participation in recruitment fairs; number of staff hired, as a result of recruitment fair participation
	Hiring policies amended to allow administrators to have the binding authority to offer contracts on site	Annually	No cost	Human Resources Director	Signing candidates before candidate accepts offer elsewhere; written policy
	Conduct staff perception surveys	Annually	No cost	Human Resources Director	Survey data
	Continuously list math, science, and special education positions	Annually	No cost	Human Resources Director	Students adequately served in a timely manner with highly qualified staff; all positions filled without long term substitutes; position posting on application platform
	Maintain retention rate records tracking document	Annually	No cost	Human Resources Director	Document revealing retention rate for all 5 years of the strategic plan and beyond

Strategic Goal Area 3		Organizational and Operational Effectiveness			
Specific Goal 3.1		-Identify, develop, and retain high performing faculty and staff			
Measurable Objective 3.1.2		Succession Plan: Implement plan for school and district leaders.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Identify key positions for which a succession plan is needed	Annually	No cost	Superintendent and Human Resources Director	Key position listing with justification for needing a succession plan. Admin Handbook
	Develop/maintain a district leadership academy for talent development and succession planning	Annually	Employee Time	Assistant Superintendent	Implementation of redesigned leadership academy to match district identified needs and PSC certification requirements

Strategic Goal Area 3 Specific Goal 3.2 Measurable Objective 3.2.1	Organizational and Operational Effectiveness -Effectively using our facilities -Implement vertical alignment to maximize long term facilities plan. <ul style="list-style-type: none"> ● Revise/update 5-year facility plan to reflect new goals 				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Identification of required elements for writing a 5-year facility plan	Annually	District Personnel Time	CFO	DOE approved facility plan
	Procurement of services/support for writing 5-year facility plan	Annually	District Personnel Time and Contract Services	CFO	BOE approved agreement with provider
	Alignment of facility plan with strategic plan	Annually	District Personnel Time	CFO	Visible alignment of the 5-year facility plan with the strategic plan
	Review and revise plan for financial efficiency and ability to meet district needs	Annually	District Personnel Time	CFO	Minutes of meeting and revised plan

	Presentation of revised 5-year facility plan	Annually	District Personnel Time	CFO	Local board approved 5- year facility plan
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Strategic Goal Area 3	Organizational and Operational Effectiveness				
Specific Goal 3.2	-Effectively using our facilities				
Measurable Objective 3.2.2	Plan for, develop, and maintain quality buildings and grounds to meet the evolving needs of our community and schools				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Complete a system guide spec to create consistency in building fixtures and equipment	Annually	District Personnel Time	CFO	Growth and utilization of document management system
	Develop preventive maintenance plans for each building	Ongoing	District Personnel Time	CFO	Maintenance schedules and checklists
	Continue to build and maintain an electronic asset records database containing operational and maintenance manuals, equipment documentation and as-built drawings and as-installed documentation	Ongoing	District Personnel Time	CFO	Growth and utilization of document management system
	Evaluate facilities to assess the status of instructional spaces, furniture, fixtures, instructional equipment, mechanical platforms, and athletic facilities to proactively identify emerging and future replacement needs.	Ongoing	District Personnel Time	CFO	Capital outlays for replacement furniture and equipment, review of capital investment projections

Strategic Goal Area 3	Organizational and Operational Effectiveness				
Specific Goal 3.3	-Financial efficiency				
Measurable Objective 3.3.1	-Improve operational and financial efficiency <ul style="list-style-type: none"> ● Retain a higher fund balance at the end of each Fiscal Year 				

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Increase fund balance by decreasing operational expenditures	Annually	District Personnel Time	CFO	Monitoring of financial data by the finance department
	Maintain bond rating Aa+	Annually	District Personnel Time	CFO	Monitoring of financial data by the finance department
	Improve financial efficiency rating at the state level	Annually	District Personnel Time	CFO	Monitoring of financial data by the finance department

Strategic Goal Area 3	Organizational and Operational Effectiveness
Specific Goal 3.3	
Measurable Objective 3.3.2	

- Financial efficiency
- Improve operational and financial efficiency
 - Having more funds available at the end of the fiscal year

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	3 year trend analysis of fund balance	Monthly in board reporting	Employee Time	CFO	Projection will determine when a deficit will occur if the current fund balance if not addressed
	Monitoring current year expenditures and future financial needs to maintain fund balance	Ongoing	Employee Time	CFO	Meeting projected fund balance

Strategic Goal Area 3	Organizational and Operational Effectiveness
Specific Goal 3.3	
Measurable Objective 3.3.3	

- Financial efficiency
- Improve operational and financial efficiency
 - Improved Fiscal Ratings

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Maintain components contributing to fiscal rating	Annually	Employee Time	CFO	Charting of fiscal ratings

Strategic Goal Area 3 Specific Goal 3.3 Measurable Objective 3.3.4	Organizational and Operational Effectiveness -Financial efficiency -Improve operational and financial efficiency <ul style="list-style-type: none"> ● Decrease duplication of services 				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Evaluate personnel allocation to provide equitable services in the most efficient way	Annually	Employee Time	TBD	Development of a comprehensive list of personnel allocations and what is needed in order to determine equitable services for efficiency.
	Determine impact of combining services/personnel	Annually	Employee Time	CFO	Develop a comprehensive listing of the impact change what/who
	Structural costs/changes of modifications as needed to existing buildings	Annually	Employee Time	Superintendent, Principals, Department heads	List of itemized changes needed and costs to be incurred

Strategic Goal Area 3	Organizational and Operational Effectiveness
Specific Goal 3.4	
Measurable Objective 3.4.1	

- Maintain first-class technology infrastructure
- Provide IT systems for operational support

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Maintain IT infrastructure such as system management, network management, cybersecurity, and storage management to minimize downtime and maintain business productivity.	Ongoing	E-Rate, Grants, Local funding	CIO	Monitor helpdesk system, Network uptimes (Internet, WAN, LAN)
	Provide layered cybersecurity protection for network access, email and user access.	Ongoing	Employee time and local funds for software	CIO	Network logs and monitoring logs
	Maintain district security systems such as security cameras, access controls, life safety communication systems and student tracking systems	Ongoing	Employee time and local funds	CIO	Monitor helpdesk system, technology refresh plans, system uptimes

Strategic Goal Area 3	Organizational and Operational Effectiveness
Specific Goal 3.4	
Measurable Objective 3.4.2	

- Maintain first-class technology infrastructure
- Provide IT systems for teaching, learning and assessment

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Continue to collaborate with partners in industry, government, and higher education to research and pilot best practices of effectively integrating emerging technologies in ways that are both scalable and sustainable for student learning	Ongoing	Grants, Local funding, ESPLOST	CIO, Instructional Technology	Implementation of new instructional technology and evaluation of new technologies
	Continue to plan for the lifecycle of technology assets.	Ongoing	Employee time and local funds for software	CIO	Monitor and maintain student device ratios and classroom instructional equipment, refresh plans
	Continue to provide accurate, updated and enhanced student information system and support	Ongoing	Employee time and local funds for software and support	CIO, SIS Manager	Helpdesk system, refresh plans, SIS module utilization

Strategic Goal Area 4

Supportive Environment / BOE Goals

Strategic Goal Area 4		Supportive Environment/BOE Goals			
Specific Goal 4.1		Promote Intergovernmental Collaboration			
Measurable Objective 4.1.1		Improve public perception of the Greene County School System.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Convene quarterly meetings of intergovernmental partnerships (ie BOC, municipalities, the Greene County Economic Development Council, and other authorities) to promote economic development and the Greene County School District.	Quarterly		Dr. Lee	Agendas of each meeting
	Promote and support ongoing meetings among the school superintendent and government administration (county manager, city administrators, EDC, directors of authorities).	Quarterly		Dr. Houston	Report of meetings
	Schedule tours of all the schools within the GCSS for the Greene County Board of Commissioners, Greene County Economic Development Authority, Greensboro City Council, and Greensboro Downtown Development Authority	Quarterly		Mr. Kilgore through each principal	
	Present at least annually to the Greene County Republican and Democratic Party, the Del Webb Republican and Democratic Party, the Community Involvement Committee at Reynolds, and to the Rotary			Dr. Lee, Mr. Kilgore, and Dr. Kjer	

Strategic Goal Area 4	Supportive Environment/BOE Goals
Specific Goal 4.2	Partner with community agencies and organizations to expand opportunities for early childhood learning (pre-school age children)
Measurable Objective 4.1.1	Increase enrollment in Kindergarten from 88 per class to 100+

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Partner with Atlas Ministries to build facilities adjacent to new Elementary School to focus on Birth through 5 th grade development	To coincide with new school opening	To be funded by Atlas Ministries	Superintendent and GCSB	Improved Culture & Climate as well as academic scores in Elementary School
	Partner with the City of Greensboro to upgrade the water & sewer lines from 8” to 12” to accommodate up to 1000 new homes to be built adjacent to new elementary school.	To coincide with the new school	Shared cost with the City through an IGA	Superintendent and GCSB	
	Partner with Weyerhaeuser to Develop the first 200-300 homes to be affordable to our teachers and staff	Once the new school opens	Private entities	Superintendent	Affordable staff housing
	Partner with the City of Greensboro to develop a new Community facility on the the old GES site to enhance the adjacent neighborhood	TBD	Possibly an IGA with the City	GCSB	

Strategic Goal Area 4 Specific Goal 4.3 Measurable Objective 4.3.1	Supportive Environment/BOE Goals Partner with Community to Increase Access to Affordable Housing				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Partner with the City of Greensboro, Greene County BOC, Weyerhaeuser & private businesses to create a Faculty & Work Force Village.		Focus on Weyerhaeuser pockets of land around the county	GCSB	

Strategic Goal Area 4	Supportive Environment/BOE Goals
Specific Goal 4.4	
Measurable Objective 4.4.1	

Structure school district grade bands and programs to promote organizational and community unity.
 Increase the participation in Parent University.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
	Move from a SWSS school system to a Charter School System, where all the relevant boards work together for the benefit of all the students.	TBD	NA	Dr. Houston	
	Consider giving LOA a new 5 yr charter to include goals for both LOA & GCSS to achieve in order to build a plan to achieve the above goal.	TBD	TBD	GCSB	
	Work with GCBOC to educate the population on tax issues so everyone understands the ESPLOST, homeowner's property tax exemptions, millage rates and how the GCSS and its charter school are funded			GCSB and District leaders	
	Work on fund raising effort to support the CMS Stem Orlando Trip	TBD	private	Superintendent and GCSB	