

Oconee County Schools Strategic Plan

Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
I. Prepare students for college and career success	Graduation Rate: All students % graduating (4 years)	2015: 92% 2016: 95% 2017: 96% 2018: 96.5% 2019: TBD	1) College and Career success factors	a) Increase communication and marketing of CTAE programs to students and parents	CTAE and Federal Programs Director	2018-2019	CTAE funds
	Graduation Rate: Hispanic students % graduating (4 years)	2015: 80% 2016: 88% 2017: 98% 2018: 98% 2019: TBD		b) Continue RTI/MTSS Task Force	Elementary & Secondary Directors, Student Services Director	2015-2019	Stakeholder Involvement Data
	Graduation Rate: ED students % graduating (4 years)	2015: 80% 2016: 82% 2017: 92% 2018: 92% 2019: TBD		c) Maintain CTAE & Industry Certification leadership teams	CTAE and Federal Programs Director	2015-2019	CTAE Program Review
	Graduation Rate: SWD (FY '13: 64.4) % graduating (4 years)	2015: 66% 2016: 81% 2017: 83% 2018: 89% 2019: TBD		d) Increase number of students taking and passing an End of Pathway assessment	CTAE and Federal Programs Director	2018-2019	Professional Learning Funds
	Graduation Rate: % of 12th grade students completing a CTAE, advanced content, fine arts, or world language pathway	2015: 88% 2016: 90% 2017: 90% 2018: 92% 2019: TBD		e) Expand high school credit in middle school by offering Spanish	Secondary Director	2018-2019	Vertical collaboration time
	Graduation Rate: % 12th grade students earning high school credit(s) for accelerated enrollment via Dual Enrollment or Advanced Placement courses	2015: 81% 2016: 83% 2017: 87% 2018: 96% 2019: TBD		f) Encourage participation in MOWR opportunities	Secondary Director, CTAE and Federal Programs Director	2015-2019	MOWR DOE guidance
	Industry Certification: # of programs certified	2015: 3 2016: 5 2017: 8 2018: 8 2019: 10		g) Increase student completion of academic and career pathways	Secondary Director, CTAE and Federal Programs Director	2015-2019	DOE Pathway Information
				h) Increase the number of CTAE teachers participating in GACTE and CTAERN courses	Principals, CTAE and Federal Programs Director	2018-2019	Perkins
				i) Increase the number of students taking the career awareness/transition course in eighth grade	Secondary Director, CTAE and Federal Programs Director	2018-2019	Advisement time and materials
				j) Continue career pathway advisement and offerings in middle school and high school	Secondary Director, CTAE and Federal Programs Director	2015-2019	Student interest, planning time
				k) Continue High School High Tech program for SWD	Special Education Director	2015-2019	State grant
				l) Provide community based vocational training for SWD	Special Education Director	2015-2019	State grant
				m) Expand K-12 career awareness and exploration	Elementary Director, Secondary Director, CTAE and Federal Programs Director	2017-2019	Career Resources
				n) Continue blended learning for SWD at high schools	Special Education Director	2015-2019	Edgenuity seats
				o) Continue the Youth Employment Services for HS SWD students	Special Education Director	2015-2019	Goodwill Partnership
				p) Provide Title III, Special Education, and Title I Parent Nights	Special Education Director, CTAE and Federal Programs Director	2015-2019	Title I, Title III, VI-B

Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
II. Increase student achievement	SAT: composite mean score	2015: 1560 2016: New 2017: New Test 2018: Baseline 2019: TBD	2) Coherent Instructional System	a) Evaluate effectiveness of Read 180 in middle schools	Secondary Director & Special Education Director	2015-2019	Scholastic resources and professional learning
	ACT: composite ACT score	2015: 23.6% 2016: 23.7% 2017: 23.9% 2018: 24.1% 2019: TBD		b) Continue K-12 Science, Social Studies, ELA, and Math Action Teams	Elementary & Secondary Directors	2015-2019	Professional Learning funds, Title II-A funds
	3rd Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 12% 2017: 29% 2018: 33% 2019: 33%		c) Continue Rigorous Curriculum Design	Elementary & Secondary Director	2015-2019	Professional Learning funds
	4th Grade Writing Milestones Language and Conventions: % scoring 3 points	2016: 12% 2017: 22% 2018: 28% 2019: 28%		d) Support implementation of Lucy Calkins writing units of study in elementary schools and integrate Milestones writing into program	Elementary Director	2015-2019	Lucy Calkins resources and professional learning
	4th Grade Writing Narrative Milestones Response: % scoring 3 or 4 points	2016: 15% 2017: 48% 2018: 48% 2019: 48%		e) Continue implementation of 6-8 HMH Collections program and ensure fidelity of implementation	Secondary Director	2015-2019	Professional Learning funds, Title II-A funds
	5th Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 28% 2017: 34% 2018: 34% 2019: 42%		f) Implement K-12 Science and Social Studies digital learning resources	Elementary & Secondary Directors	2015-2019	Professional Learning funds, Title II-A funds
	6th Grade Writing Milestones Idea Development, Organization, and Coherence: % scoring 3 or 4 points	2016: 39% 2017: 48% 2018: 48% 2019: 51%		g) Implement expanded K-5 leveled reader libraries with fidelity	Elementary Director	2018-2019	Professional Learning funds, Title II-A funds
	6th Grade Writing Milestones Language and Conventions: % scoring 3 points	2016: 38% 2017: 68% 2018: 68% 2019: 68%		h) Develop, implement, and evaluate instructional extension plans	Elementary & Secondary Directors	2015-2019	Instructional extension funds
	6th Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 41% 2017: 43% 2018: 45% 2019: 50%		i) Implement 6-8 HMH Collections program and ensure fidelity of implementation	Secondary Director	2017-2019	Local funds, Title II funds, HMH resources
	7th Grade Writing Milestones Idea Development, Organization, and Coherence: % scoring 3 or 4 points	2016: 42% 2017: 70% 2018: 70% 2019: 70%		j) Implement K-5 mentor texts with fidelity	Elementary Director	2018-2019	Mentor texts
	7th Grade Writing Milestones Language and Conventions: % scoring 3 points	2016: 40% 2017: 71% 2018: 71% 2019: 71%		k) Implement K-5 Daily 5 ELA framework and ensure fidelity of implementation	Elementary Director	2017-2019	Daily 5 Resources
	7th Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 36% 2017: 41% 2018: 56% 2019: 66%		l) Implement K-3 CGI Math with fidelity	Elementary Director	2015-2019	Professional learning funds
	AP scores: % of total AP students earning 3 or higher on one or more AP exams	2015: 80.5% 2016: 84.4% 2017: 85% 2018: 85% 2019: TBD		m) Implement Learning Management System district-wide	Chief Academic Officer, Elementary Director, Secondary Director, Technology Director	2018-2019	itslearning

Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	Lexile: % 3rd-5th grade students achieving CCRPI recommended level (mid-point "stretch" Lexile band)	2015: 85% 2016: 87% 2017: 87% 2018: 87% 2019: TBD		n) Implement 1:1 devices for students in 5th-8th grades	Chief Academic Officer, Technology Director	2018-2019	ELOST funds
	Lexile: % 6th-8th grade students achieving CCRPI recommended level (mid-point "stretch" Lexile band)	2015: 86% 2016: 89% 2017: 89% 2018: 93% 2019: TBD		o) Pilot digital learning day	Chief Academic Officer, Technology Director	2018-2019	District guidelines
	Lexile: % students achieving CCRPI recommended level (mid-point "stretch" Lexile band) on American Literature and 9th Grade Literature	2015: 90% 2016: 91% 2017: 91% 2018: 91% 2019: TBD					
	Geometry EOC Milestones: % proficient / distinguished	2016: 61% 2017: 68% 2018: 68% 2019: 73%	3) Data use to inform instruction	a) Continue monitoring the implementation of data teams and common assessments at the school level	Principals, Elementary and Secondary Directors	2015-2019	Learning Forward resources
	Economics EOC Milestones: % proficient / distinguished	2016: 60% 2017: 79% 2018: 86% 2019: 86%		b) Provide training on the use of the Learning Continuum/Skills in NWEA MAP	Principals, Assessment Director	2018-2019	NWEA
	Physical Science EOC Milestones: % proficient / distinguished	2016: 55% 2017: 56% 2018: 61% 2019: 61%		c) Provide support for faculty and staff on instructional strategies for data teams	Elementary & Secondary Directors	2015-2019	Leadership and Learning resources
	9th Literature EOC Milestones: % proficient / distinguished	2016: 62% 2017: 66% 2018: 74% 2019: 76%		d) Use data to monitor program effectiveness of Read 180, Lucy Calkins, CGI, Daily 5 and HMH Collections	Assessment Director, Elementary & Secondary Directors	2015-2019	Program data, test scores
	American Literature EOC Milestones: % proficient / distinguished	2016: 64% 2017: 68% 2018: 84% 2019: 84%		e) Analyze subgroup data to determine curriculum and instruction priorities	Principals, Assessment Director	2015-2019	CCRPI results, test data
	3rd Grade ELA Milestones: % proficient / distinguished	2016: 66% 2017: 67% 2018: 67% 2019: 67%		f) Communicate to stakeholders results of student performance data and student achievement	Principals, Assessment Director	2015-2019	Student Achievement Data Files
	3rd Grade At Risk ELA Milestones: % proficient / distinguished	2016: 40% 2017: 43% 2018: 43% 2019: 43%		g) Provide training for building and system leaders using district-created data analysis tools	Assessment Director	2015-2019	Test data
	3rd Grade At Risk Math Milestones: % proficient / distinguished	2016: 42% 2017: 45% 2018: 45% 2019: 51%		h) Utilize district-created data analysis tools	Principals, Assessment Director	2015-2019	Test data
	4th Grade Math: % proficient / distinguished	2016: 72% 2017: 74% 2018: 76% 2019: 78%		i) Provide training on SLDS	Assessment Director	2018-2019	Test data
5th Grade ELA Milestones: % proficient / distinguished	2016: 68% 2017: 71% 2018: 71% 2019: 71%						

Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	5th Grade Math Milestones: % proficient / distinguished	2016: 68% 2017: 68% 2018: 68% 2019: 68%					
	6th Grade ELA Milestones: % proficient / distinguished	2016: 63% 2017: 63% 2018: 66% 2019: 66%					
	6th Grade At Risk ELA Milestones: % proficient / distinguished	2016: 29% 2017: 37% 2018: 37% 2019: 37%					
	6th Grade Math Milestones: % proficient / distinguished	2016: 65% 2017: 65% 2018: 65% 2019: 65%					
	6th Grade At Risk Math Milestones: % proficient / distinguished	2016: 32% 2017: 38% 2018: 38% 2019: 38%					
	7th Grade ELA Milestones: % proficient / distinguished	2016: 60% 2017: 60% 2018: 62% 2019: 62%					
	8th Grade ELA Milestones: % proficient / distinguished	2016: 64% 2017: 68% 2018: 68% 2019: 68%					
	8th Grade Social Studies Milestones: % proficient / distinguished	2016: 64% 2017: 64% 2018: 64% 2019: 66%					
	ESOL Program: % of Elementary English Learners with positive movement from one Performance Band to a higher Performance Band as measured by the ACCESS for ELLs	2015: 78% 2016: 80% 2017: 80% 2018: 80% 2019: TBD					
	2nd Grade Math MAP: % of students meeting growth projection	2015: 78% 2016: 79% 2017: 51% 2018: 75% 2019: 75%					
	3rd Grade Math MAP: % of students meeting growth projection	2015: 79% 2016: 80% 2017: 52% 2018: 75% 2019: 75%					
	6th Grade Math MAP: % of students meeting growth projection	2015: 64.6% 2016: 67% 2017: 57% 2018: 61% 2019: 63%					
	2nd Grade Reading MAP: % of students meeting growth projection	2015: 68.1% 2016: 70% 2017: 50% 2018: 70% 2019: 70%					

Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	4th Grade Reading MAP: % of students meeting growth projection	2015: 69.3% 2016: 71% 2017: 50% 2018: 66% 2019: 66%	4) Standards Based Classrooms				
	5th Grade Reading MAP: % of students meeting growth projection	2015: 72.3% 2016: 74% 2017: 59% 2018: 67% 2019: 67%		a) Streamline Response To Intervention data collection, use and communication to make the process more effective	Elementary & Secondary Directors, Student Services Director	2015-2019	Technology
	6th Grade Reading MAP: % of students meeting growth projection	2015: 57.7% 2016: 59% 2017: 53% 2018: 68% 2019: 68%		b) Emphasize writing across all content areas	Elementary & Secondary Directors, Principals	2015-2019	Professional learning time
	7th Grade Reading MAP: % of students meeting growth projection	2015: 68.7% 2016: 71% 2017: 56% 2018: 67% 2019: 67%		c) Utilize grading practices that report mastery of standards	Elementary & Secondary Directors, Principals	2015-2019	TKES, Professional learning, Data teams, Common assessments
	8th Grade Reading MAP: % of students meeting growth projection	2015: 60.1% 2016: 62% 2017: 67% 2018: 67% 2019: 67%		d) Provide differentiated instruction to meet the needs of all students	Principals	2015-2019	TKES, Assessment results, Professional learning
				e) Utilize a variety of diagnostic, formative and summative assessment strategies to determine student needs and progress	Elementary & Secondary Directors, Principals	2015-2019	Classroom Assessments
				f) Utilize research-based instructional strategies	Principals	2015-2019	TKES, Professional learning, DOE Formative Instructional Practices
				g) Provide specific and timely feedback to students on their progress towards their learning goals	Principals	2015-2019	TKES, Professional learning, Common assessments, MAP, Student Growth Percentiles, DOE Implementation Resource Guide, Exemplars
	III. Provide high quality professional learning, monitoring and support	Number of gifted endorsed teachers		2015: 172 2016: 182 2017: 192 2018: 208 2019: 279	5) Job embedded professional learning	a) Develop school and district professional learning plans	Chief Academic Officer, Directors of Elementary and Secondary Education
Number of ESOL Endorsed Teachers		2015: 48 2016: 51 2017: 70 2018: 73 2019: 73	b) Provide professional learning identified in district and school professional learning plans	Chief Academic Officer		2018-2019	PL funds, Title II-A funds, Title III funds, VI-B funds
			c) Conduct a comprehensive professional learning needs assessment	Director of Secondary Education		2015-2019	District needs assessment
			d) Conduct school improvement monitoring visits	Chief Academic Officer		2015-2019	Strategic plan, school improvement plans, professional learning plans
			e) Align School Improvement Plans and Professional Learning Plans to System Strategic Plan	Chief Academic Officer		2015-2019	Strategic plan, school improvement plans, professional learning plans

Oconee County Schools Strategic Plan

Strategic Goal Area II: Stakeholder Engagement

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
I. Develop effective processes and communicate them clearly	Board goals created: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019:	1) BOE Goals	a) Develop board goals annually	Superintendent	2015-2019	Data
				b) Assign goals to departments and schools	Superintendent	2015-2019	SIMBLI
				c) Communicate goals to stakeholders	Superintendent	2015-2019	SIMBLI
				d) Implement board goals	All staff	2015-2019	Staff
	Flexibility option implemented: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019:	2) Flexibility	a) Continue implementation of strategic waiver	Superintendent and Chief Academic Officer	2015-2019	SWSS requirements
	Maintain AdvancED accreditation: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019:	3) AdvancED accreditation	a) Develop plans to address required actions from 2018 accreditation review	Chief Academic Officer	2018-2019	AdvancED accreditation report, AdvancED standards and resources for new process
	Number of communication channels 9 or more: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019:	4) Communication Channels	a) Streamline and expand use of various communication channels	Principals, Director of Communications	2015-2019	Technology, communications
Number of social media followers	2016: 1,500 2017: 3,000 2018: 3,000 2019:	b) Utilize district social media accounts and encourage schools/ offices/departments to do the same		Cabinet, Principals, and Director of Communications	2015-2019	Technology, social media, communications	
Number of visits to district and school websites	2017: 2,000,000 2018: 2,1000,000 2019:	c) Maintain content of system and schools' websites with current information and ensure consistency		Director of Communications	2015-2019	Technology, website firm	
Completion of review of current branding: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019:	5) Branding	a) Continue review of current branding	Director of Communications	2015-2019	Communications	
			b) Determine needs related to current brand and implement brand consistently	Director of Communications	2015-2019		
II. Pursue meaningful business relationships	Amount of monetary and in-kind donations from businesses	2017: \$25,000 2018: \$25,000 2019:	1) Promoting student success through business partnerships	a) Collect and report monetary and in-kind donations yearly	Superintendent, Principals, and Chief Financial Officer	2015-2019	MUNIS financial system
	Number of contact hours with students provided by businesses (leadership opportunities, internships, service opportunities, job shadowing, career speakers)	2018: 10,568 2019:	2) Promoting student success through business partnerships	a) Provide opportunities for students to interact with business partners (e.g., mentoring)	Director of CTAE and Federal Programs, Principals	2015-2019	Local businesses and Chamber of Commerce
				b) Provide career awareness (job shadowing, guest speakers) with various businesses	Principals, Counselors, and Teachers	2015-2019	Business partners, community members, college professors
			c) Expand community service opportunities for students	Principals, Counselors, and Teachers	2015-2019	Business partners, community members	

Strategic Goal Area II: Stakeholder Engagement

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
III. Pursue meaningful higher education relationships	Number of students in dual enrollment	2016: 350 2017: 410 2018: 665 2019:	1) Promoting student success through higher education partnerships	a) Expand higher ed opportunities for student	Principals, Director of CTAE and Federal Programs, Director of Secondary Education, Chief Academic Officer	2015-2019	Local colleges and universities
	Number of students participating in research and/or learning at higher ed institutions	2018: 560 2019:	2) Promoting student success through higher education partnerships	a) Develop partnerships with higher ed institutions to provide professional learning support for teachers	Principals, Director of CTAE and Federal Programs, Director of Secondary Education, Chief Academic Officer	2015-2019	Local colleges and universities

Oconee County Schools Strategic Plan

Strategic Goal Area III: Human Resources

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
I. Acquire excellent people for all positions	All teachers hold certification or otherwise meet professional qualifications as defined by OCS	2015: 100% 2016: 100% 2017: 100% 2018: 100% 2019: 100%	1) Hiring and maintaining certified or professionally qualified teachers	a) Maintain the district's position of 100% certified or professionally qualified teachers	Chief Human Resources Officer	2017-2019	Professional Standards Commission database
	Results of survey of school administrators indicate less time spent on securing substitutes and better utilization of personnel	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	2) Substitute process automation	a) Continue implementation of substitute automation process	Chief Human Resources Officer, Human Resources Director, Personnel Manager	2015-2019	Survey
	Provide 4 timely HR training sessions to principals, embedded within regularly scheduled HR level meetings: Yes or No	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	3) HR Training Sessions	a) Present HR training relative to critical issues for principals and district leaders	Chief Human Resources Officer, Human Resources Director	2015-2019	Knowledge and expertise in HR matters
	Results of surveys of participants in training sessions indicate positive impact on leadership: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	4) HR Training Sessions	a) Present HR training relative to critical issues for principals and district leaders	Chief Human Resources Officer, Human Resources Director	2015-2019	Surveys
II. Identify and retain high-performing faculty and staff	Increase recognition of outstanding employees	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	1) Employee recognition	a) Increase recognition of employees based on recommendations made by employee recognition committee	Chief Human Resources Officer, Human Resources Director	2015-2019	Nominations for Pursuit of Excellence Award; participation of past winners serving as selection committee
	All employees evaluated under Teacher Keys or Leader Keys are provided an orientation by their principals: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	2) Teacher Effectiveness Evaluation System implementation	a) Provide support to principals and district leaders for Teacher Keys/Leader Keys implementation	Chief Human Resources Officer, Human Resources Director, and Employee Services Manager	2015-2019	Teacher Keys, Leader Keys
III. Increase focus on succession planning	Accurate employee data is reviewed with each principal regularly to facilitate effective succession: 100%	2015: 100 2016: 100 2017: 100 2018: 100 2019: 100	1) Succession readiness	a) Review accurate data with all principals	Chief Human Resources Officer	2015-2019	CPI data, school rosters, allotments
	All employees receive direct orientation from HR staff upon employment with OCS: 100%	2015: 100 2016: 100 2017: 100 2018: 100 2019: 100	2) Employee support and succession readiness	a) Follow established HR process for hiring; schedule and provide appropriate orientation	Human Resources Director, Personnel Manager, Employee Services Manager	2015-2019	Orientation materials

Oconee County Schools Strategic Plan

Strategic Goal Area IV: Operations and Student Services

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
I. Ensure effective and efficient operational processes	Energy consumption per square foot: reduce by 5% annually: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	1) Examine all operational processes to ensure effectiveness and efficiency for Oconee	a) Increase occupancy (motion) sensors district wide, sensors will turn on/off light and heat based upon whether or not there are people in the room	Chief Operations Officer	2015-2019	ELOST IV, Maintenance & Operations Budget
	Ensure labor and food costs do not exceed 90% of revenue: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	County Schools (OCS) students	b) Implement and update state and local 5 year facility plan	Chief Operations Officer, Facilities Director	2015-2019	ELOST IV, Maintenance & Operations Budget
	Increase the percentage of equipment replacements meeting state recommendations by 5% annually: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes		c) Develop and communicate a plan regarding heating and air efficiency in all facilities while maintaining flexibility as necessary	Chief Operations Officer, Maintenance Director, and Facilities Director	2015-2019	Current data, professional learning
				d) Emphasize preventive maintenance of equipment to reduce downtime when broken	Chief Financial Officer, School Nutrition Managers, School Nutrition Director, Maintenance Director, Transportation Director	2015-2019	Current data, professional learning
				e) Monitor meals per labor hour by school to ensure individual schools are not over-staffed	Chief Financial Officer, School Nutrition Director and School Nutrition Managers	2015-2019	School Nutrition Budget
				f) Emphasize proper inventory management as a means of moderating plate cost	Chief Financial Officer, School Nutrition Director and School Nutrition Managers	2015-2019	
				g) Establish a replacement cycle for aging equipment and assets	Chief Operations Officer, Transportation Director, Maintenance Director, School Nutrition Director	2015-2019	ELOST IV, Maintenance & Operations Budget
				h) Continue a replacement cycle for all technology devices and equipment	Technology Director	2017-2019	ELOST V
				i) Implement and update 3 year technology plan	Technology Director	2017-2019	ELOST V, Technology Budget
II. Ensure Safe and Healthy Environments for Students and Staff	Design and implement consistent district wide safety protocols and operations, which will be reviewed annually: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes		1) Implement processes to ensure a safe environment for all students and staff	a) Continue implementation of District Safety Committee	Chief Academic Officer, Student Services Director	2015-2019
	100% of schools earn 95 or better on Health Inspection Report: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	b) Review process and protocols for safety plans annually		Chief Financial Officer, School Nutrition Director	2015-2019	Staff, stakeholders, safety plans

Strategic Goal Area IV: Operations and Student Services

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	100% of schools earn 90% or better on monthly school level custodial evaluations: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes		c) Maintain relationship with local and state law enforcement and emergency management agencies	Superintendent, Chief Operations Officer	2015-2019	Communication plan and tools
	100% of all schools will participate in emergency drills: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes		d) Develop policies and practices on digital citizenship, including emphasis on preventing cyberbullying, digital citizenship will be included in student handbook	Chief Academic Officer Student Services Director Technology Director	2015-2019	Student handbook, cyberbullying & digital citizenship research
				e) Use available technology resources to communicate to students and parents	Chief Operations Officer, Chief Academic Officer, Student Services Director, Technology Director	2015-2019	Technology, social media, technology survey
				f) Examine need for cameras or other technology for buses	Chief Operations Officer, Transportation Director	2015-2019	ELOST IV, Maintenance & Operations Budget
				g) Use text messaging and social media to notify students/parents of safety/emergencies	Chief Operations Officer, Chief Academic Officer, Student Services Director, Technology Director	2015-2019	Social media, technology
				h) Conduct bi-annual emergency drills at all schools, collaborate with local agencies and/or Georgia Emergency Management Agency (GEMA)	Chief Academic Officer, Student Services Director, and Principals	2015-2019	GEMA
				i) Conduct monthly fire drill at all schools	Chief Academic Officer, Student Services Director, and Principals	2015-2019	Fire drill dates, school fire drill plans
				j) Conduct severe weather drills at all schools	Chief Academic Officer, Student Services Director, Principals	2015-2019	Dates, school severe weather plans
				k) Conduct transportation safety drills, emergency evacuation and preparedness at least once a year	Chief Operations Officer, Chief Academic Officer, Student Services Director, Transportation Director, Principals	2015-2019	Dates, school plans
				l) Utilize ongoing, customized improvement reviews to ensure food safety and food defense procedures are being followed	Chief Financial Officer, School Nutrition Director and School Nutrition Managers	2015-2019	Food safety regulations
				m) Incorporate monthly food safety training topics into routine site visits	Chief Financial Officer, School Nutrition Director and FSS Contractor	2015-2019	Professional learning
III. Develop and implement practices to support at risk students	At least 80% of students who qualify for Food For Kids will receive services during summer of 2014 which will increase by 10% annually through summer 2017: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	1) Work with schools to identify at risk students and assist with providing appropriate services	a) Schools will volunteer to deliver Food For Kids program packets to at risk students and families during the summer	Chief Academic Officer, Student Services Director, and Social Workers	2015-2019	Staff, Food For Kids Packets

Strategic Goal Area IV: Operations and Student Services

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	Implement a formalized process for increased collaboration between social workers, counselors, system leaders, School Nutrition, Transportation, and school level leaders in order to effectively address the needs of at risk students at each school: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	to improve student success	b) Provide school principals with real-time, online access to student meal status	Chief Financial Officer, School Nutrition Director, Transportation Director	2015-2019	Technology, student meal status reports
				c) Advertise and encourage use of online free or reduced price applications as a means of increasing eligibility determinations	Chief Financial Officer, School Nutrition Director, Guidance Counselors, and School Registrars	2015-2019	Applications, communication plan
				d) Develop and implement procedures for communication between schools and departments regarding issues related to at-risk students.	Chief Academic Officer, Student Support Director, Social Workers, Principals	2015-2019	At-risk student data, communication plan
				e) Provide professional learning for: school nurses school social workers alternative school staff school counselors	Chief Academic Officer, Director of Student Services, Secondary Director, Principals	2015-2019	At-risk student data, communication plan conferences and/or PLCs

Oconee County Schools Strategic Plan

Strategic Goal Area V: Business Services

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
I. Ensure effective and efficient financial practices	Timely and unqualified audits	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	1) Ensure effective and efficient financial processes through professional development for all Business Services staff and local school bookkeepers	a) Regularly scheduled bookkeeper meetings	Chief Financial Officer	2015-2019	Staff
				b) Membership in state and/or national professional organizations, and attendance at sponsored professional development opportunities	Chief Financial Officer	2015-2019	Business Services Budget
				c) Completion of webinars and online learning opportunities	Chief Financial Officer	2015-2019	Technology
				d) Research and determine the cost and feasibility of outsourcing the annual financial audits to ensure timely audits and reports	Chief Financial Officer	2015-2019	Staff
				e) Review and revise the support and non-administrative salary scales to increase clarity and to prevent salary calculation errors	Chief Financial Officer	2015-2019	Staff
				f) Continue cross-training Business Services staff in all functional areas	Chief Financial Officer	2015-2019	Staff
				g) Conduct comprehensive review of School Food Service procedures and processes to increase participation and ensure program is operating efficiently and effectively	Chief Financial Officer School Nutrition Director	2015-2019	Staff
II. Develop a collaborative district budgeting process	Budget development at the Division level: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	1) Development of the OCS annual budget by division, department and program to ensure input from all responsible staff members, and to ensure district budget adheres to OCS Strategic Plan	a) Continue a budget building process that includes budget development and submission through the division organizational structure. Process includes submission and approval of formula changes and program budget improvement requests	Chief Financial Officer	2015-2019	MUNIS, Professional Learning
	Principals and department managers have a clear understanding of the budget and staffing formulas: yes or no	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes		b) Review budget and staff allotment process annually.	Chief Financial Officer	2017-2019	Allotment sheet, Budget timeline, Budget
	Percentage of general fund budget spent on direct instruction is in top quartile when compared to RESA cohorts, and percentage budgeted in general administration is in bottom quartile: yes	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes		c) Continuously review expenditures to ensure appropriate coding.	Chief Financial Officer	2017-2019	MUNIS, Budget reports
III. Maximize federal, state, local, and alternative funding sources	Mid-term QBE adjustments and grant carry-forward and returned dollars	2015: Yes 2016: Yes 2017: Yes 2018: Yes 2019: Yes	1) Utilize student information and testing processes to ensure proper scheduling and FTE reporting to maximize funding	a) Continuously review student identification and classification	Chief Financial Officer	2015-2019	FTE reports, professional learning, Power School

Strategic Goal Area V: Business Services

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
			2) System will pursue all applicable grants, and maintain processes to minimize carry-forward and returned grant dollars	a) Conduct comprehensive review of payroll and expenditure coding to maximize T&E funding and ensure grant dollars are being fully utilized	Chief Financial Officer	2015-2019	MUNIS, state reports, consolidated application