

# 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	2015: 92% 2016: 95% 2017: 96%	1) College and Career success factors	a) Create OCS graduate profile	Elementary & Secondary Director	2015-2017	Stakeholder Involvement Data
	Graduation Rate: Hispanic students % graduating	2015: 80% 2016: 88% 2017: 98%		b) <b>Continue</b> dropout prevention task force	Student Services Director, Chief Academic Officer	2015-2017	Stakeholder Involvement Data
	Graduation Rate: ED students % graduating	2015: 80% 2016: 82% 2017: 92%		c) <b>Maintain</b> CTAE & Industry Certification leadership teams	Secondary Director	2015-2017	CTAE Program Review
	Graduation Rate: SWD (FY '13: 64.4) % graduating	2015: 66% 2016: 81% 2017: 83%		d) <b>Implement</b> Great Promises Partnership	Chief Academic Officer, Secondary Director	2015-2017	Professional Learning Funds
	Graduation Rate: % graduating with diploma and completing a pathway	2015: 88% 2016: 90% 2017: 90%		e) <b>Implement AP Capstone Program</b>	Secondary Director	2015-2017	AP state grants
	Graduation Rate: % graduating and earning high school credit(s) for accelerated enrollment via Move On When Ready or Advanced Placement courses	2015: 81% 2016: 83% 2017: 87%		f) <b>Encourage participation in MOWR opportunities</b>	Secondary Director	2015-2017	MOWR DOE guidance
	Graduation Rate Predictor: % of 6 -8 students' assessments scoring at Proficient or Distinguished Learner on Georgia Milestones EOGs or EOCs	2016: TBD 2017: 63%		g) <b>Increase</b> student completion of academic and career pathways	Secondary Director	2016-2017	<b>DOE Pathway Information</b>
	Graduation Rate Predictor: % of 3-5 students' assessments scoring at Proficient or Distinguished Learner on Georgia Milestones EOGs	2016: TBD 2017: 68%		h) Increase opportunities for student learning in math, science, <b>art</b> , and technology	Principals, Elementary Director, Secondary Director	2015-2017	Instructional Technology Specialists, GYSTC, RESA, <b>STEM conference</b>
	Industry Certification: # of programs certified	2015: 3 2016: 5 2017: 8		i) Ensure rigor in advanced content courses	Gifted Director	2015-2017	Maps, units, lesson plans and professional learning time, <b>gifted endorsements, gifted conference, Torrance training</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					
				<p>j) <b>Implement</b> career pathway advisement and offerings in middle school and high school</p> <p>k) <b>Continue</b> High School High Tech program for SWD</p> <p>l) Provide community based vocational training for SWD</p> <p>m) <b>Revise</b> and implement SSIP</p> <p>n) Implement blended learning for SWD at high schools</p> <p><b>o) Implement the Youth Employment Services for HS SWD students</b></p>	<p>Secondary Director</p> <p>Special Education Director</p> <p>Special Education Director</p> <p>Special Education Director</p> <p>Special Education Director</p>	<p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p>	<p>Student interest, planning time</p> <p>State grant</p> <p>State grant</p> <p>Stakeholder Involvement Data</p> <p>Edgenuity seats</p>
<b>II. Increase student achievement</b>	SAT: composite mean score	2015: 1560 2016: New 2017: New Test	1) Rigorous Curriculum Design	a) <b>Expand</b> Read 180 in middle schools	Secondary Director & Special Education Director	2015-2017	Scholastic resources and professional learning
	ACT: composite ACT score	2015: 23.6% 2016: 23.7% 2017: 23.9%		b) <b>Expand</b> Science Action Team and 3 Dimensions of Science Lesson training	Elementary & Secondary Director	2015-2017	Professional Learning funds, Title II-A funds
	3rd Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 12% 2017: 29%		c) <b>Monitor</b> ELA and Math Rigorous Curriculum Design	Elementary & Secondary Director	2015-2017	
	4th Grade Writing Milestones Language and Conventions: % scoring 3 points	2016: 12% 2017: 22%		d) <b>Support implementation of</b> Lucy Calkins writing units of study in elementary schools <b>and pilot in middle schools</b>	Elementary Director	2015-2017	Lucy Calkins resources and professional learning
	4th Grade Writing Narrative Milestones Response: % scoring 3 or 4 points	2016: 15% 2017: 48%		e) <b>Continue</b> Literacy/ELA Action Team	Elementary & Secondary Director	2015-2017	Professional Learning funds, Title II-A funds
	5th Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 28% 2017: 34%		f) Continue implementation of data teams	Principals	2015-2017	Professional Learning funds, Title II-A funds

## Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	6th Grade Writing Milestones Idea Development, Organization, and Coherence: % scoring 3 or 4 points	2016: 39% 2017: 48%		g) <b>Continue</b> Math Action Team	Elementary & Secondary Director	2015-2017	Professional Learning funds, Title II-A funds
	6th Grade Writing Milestones Language and Conventions: % scoring 3 points	2016: 38% 2017: 68%		h) Increase rigor in academic offerings	Principals	2015-2017	Maps, units and lesson plans, Professional Learning time
	6th Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 41% 2017: 43		<b>i) Implement 6-8 Literacy/ELA framework</b>			
	7th Grade Writing Milestones Idea Development, Organization, and Coherence: % scoring 3 or 4 points	2016: 42% 2017: 70%		<b>j) Implement Social Studies Action Team</b>			
	7th Grade Writing Milestones Language and Conventions: % scoring 3 points	2016: 40% 2017: 71%					
	7th Grade Writing Milestones Narrative Response: % scoring 3 or 4 points	2016: 36% 2017: 41%					
	AP scores: % of total AP students earning 3 or higher on one or more AP exams	2015: 80.5% 2016: 84.4% 2017: 85%					
	Lexile: % 3rd grade students achieving CCRPI recommended level (650)	2015: 85% 2016: 87% 2017: 87%					
	Lexile: % 5th grade students achieving CCRPI recommended level (850)	2015: 86% 2016: 89% 2017: 89%					
	Lexile: % 8th grade students achieving CCRPI recommended level (1050)	2015: 90% 2016: 91% 2017: 91%					
	Lexile: % students achieving CCRPI recommended level (1275) on American Literature	2015: 70% 2016: 75% 2017: 84%					
	Geometry EOC Milestones: % proficient / distinguished	2016: 61% 2017: 68%	2) Data use to inform instruction	a) Implement action plans for data teams and common assessments at the school level	Principals	2015-2017	District expectations

## Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	Economics EOC Milestones: % proficient / distinguished	2016: 60% 2017: 79%		b) Provide training and use MAP scores to determine student growth, growth targets, and differentiated groups	Principals, Assessment Director	2015-2017	Professional Learning funds, Title II-A funds
	Physical Science EOC Milestones: % proficient / distinguished	2016: 55% 2017: 56%		c) Provide support for faculty and staff on instructional strategies for data teams	Elementary & Secondary Director	2015-2017	Data team survey results, Leadership and Learning resources
	9th Literature EOC Milestones: % proficient / distinguished	2016: 62% 2017: 66%		d) Use data to <b>monitor</b> program effectiveness of Read 180 and Lucy Calkins	Assessment Director, Elementary & Secondary Director	2015-2017	Data
	American Literature EOC Milestones: % proficient / distinguished	2016: 64% 2017: 68%		e) Analyze subgroup data to determine curriculum and instruction priorities	Principals, Assessment Director	2015-2017	CCRPI results, test data
	3rd Grade ELA Milestones: % proficient / distinguished	2016: 66% 2017: 67%		f) Communicate to stakeholders results of student performance data and student achievement	Principals, Assessment Director	2015-2017	Student Achievement Data Files
	<b>3rd Grade At Risk ELA Milestones: % proficient / distinguished</b>	<b>2016: 40%</b> <b>2017: 43%</b>		g) <b>Implement</b> Professional Learning Communities	Federal Programs / Professional Learning Director		
	3rd Grade Social Studies Milestones: % proficient / distinguished	2016: 60% 2017: N/A		<b>h) Provide training for building and system leaders using district-created data analysis tools</b>			
	<b>3rd Grade At Risk Math Milestones: % proficient / distinguished</b>	<b>2016: 42%</b> <b>2017: 45%</b>		<b>i) Utilize district-created data analysis tools</b>			
	4th Grade Math: % proficient / distinguished	2016: 72% 2017: 74%					
	4th Grade Science Milestones: % proficient / distinguished	2016: 65% 2017: N/A					

## 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 ELA Milestones: % proficient / distinguished	2016: 68% 2017: 71%					
	5th Grade Math Milestones: % proficient / distinguished	2016: 68% 2017: 68%					
	6th Grade ELA Milestones: % proficient / distinguished	2016: 63% 2017: 63%					
	<b>6th Grade At Risk ELA Milestones: % proficient / distinguished</b>	<b>2016: 29%</b> <b>2017: 37%</b>					
	6th Grade Math Milestones: % proficient / distinguished	2016: 65% 2017: 65%					
	<b>6th Grade At Risk Math Milestones: % proficient / distinguished</b>	<b>2016: 32%</b> <b>2017: 38%</b>					
	6th Grade Science Milestones: % proficient / distinguished	2016: 67% 2017: N/A					
	6th Grade Social Studies Milestones: % proficient / distinguished	2016: 59% 2017: N/A					
	7th Grade ELA Milestones: % proficient / distinguished	2016: 60% 2017: 60%					
	7th Grade Social Studies Milestones: % proficient / distinguished	2016: 61% 2017: N/A					
	8th Grade ELA Milestones: % proficient / distinguished	2016: 64% 2017: 68%					
	8th Grade Social Studies Milestones: % proficient / distinguished	2016: 64% 2017: 64%					
	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%	3) Standards Based Classrooms	a) Streamline Response To Intervention data collection, use and communication to make the process more effective	Elementary & Secondary Director	2015-2017	Technology

## Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	2nd Grade Math MAP: % of students meeting growth projection	2015: 78% 2016: 79% 2017: 51%		<b>b) Emphasize writing across all content areas</b>	Elementary & Secondary Director, Principals	2015-2017	Professional learning time
	3rd Grade Math MAP: % of students meeting growth projection	2015: 79% 2016: 80% 2017: 52%		c) Utilize grading practices that report mastery of standards	Elementary & Secondary Director, Principals	2015-2017	TKES, Professional learning, Data teams, Common assessments
	6th Grade Math MAP: % of students meeting growth projection	2015: 64.6% 2016: 67% 2017: 57%		d) Provide differentiated instruction to meet the needs of all students	Principals	2015-2017	TKES, Assessment results, Professional learning
	2nd Grade Reading MAP: % of students meeting growth projection	2015: 68.1% 2016: 70% 2017: 50%		e) Utilize a variety of diagnostic, formative and summative assessment strategies to determine student needs and progress	Elementary & Secondary Director, Principals	2015-2017	TKES, Professional learning, Common assessments, MAP, Statewide Longitudinal Data System, Data room
	4th Grade Reading MAP: % of students meeting growth projection	2015: 69.3% 2016: 71% 2017: 50%		f) Utilize research-based instructional strategies	Principals	2015-2017	TKES, Professional learning, DOE Formative Instructional Practices
	5th Grade Reading MAP: % of students meeting growth projection	2015: 72.3% 2016: 74% 2017: 59%		g) Provide specific and timely feedback to students on their progress towards their learning goals	Principals	2015-2017	TKES, Professional learning, Common assessments, MAP, Student Growth Percentiles, DOE Implementation Resource Guide, Exemplars
	6th Grade Reading MAP: % of students meeting growth projection	2015: 57.7% 2016: 59% 2017: 53%					
	7th Grade Reading MAP: % of students meeting growth projection	2015: 68.7% 2016: 71% 2017: 56%					
	8th Grade Reading MAP: % of students meeting growth projection	2015: 60.1% 2016: 62% 2017: 67%					

## Strategic Goal Area I: Teaching and Learning

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
III. Provide high quality professional learning, monitoring and support	Number of gifted endorsed teachers	2015: 172 2016: 182 2017: 192	1) Job embedded professional learning	<b>a) Provide professional learning in the following areas:</b> <ul style="list-style-type: none"> <li>• School Psychologists' Conference</li> <li>• Science in 3D</li> <li>• PLC for Advanced Content teachers</li> <li>• Check &amp; Connect training</li> <li>• GATE</li> <li>• Speech Language Pathologists' Conference</li> <li>• Best Practices in IEP Compliance</li> <li>• Special Education Law 101</li> <li>• Writing Compliant FBAs &amp; BIPs</li> <li>• Creating GAA Portfolios</li> <li>• Snap &amp; Read Universal Extension training</li> <li>• Writing Compliant Transition Plans</li> <li>• Mindset</li> <li>• Best Practices &amp; Compliance for ESOL Teachers</li> </ul>	Chief Academic Officer	2015-2017	PL funds, Title II-A funds
	Number of ESOL Endorsed Teachers	2015: 48 2016: 51 2017: 70					

# 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	1) BOE Goals	a) Develop board goals annually	Superintendent	2015-2017	Data
				b) Assign goals to departments and schools	Superintendent	2015-2017	eBOARD
				c) Communicate goals to stakeholders	Superintendent	2015-2017	eBOARD
				d) Implement board goals	All staff	2015-2017	Staff
	Flexibility option implemented: yes or no	2015: Yes 2016: Yes 2017: Yes	2) Flexibility	a) <b>Implement and communicate</b> flexibility option	Superintendent and Chief Academic Officer	2015-2017	SWSS requirements
	Maintain SACS/AdvancED accreditation: yes or no	2015: Yes 2016: Yes 2017: Yes	3) SACS accreditation	a) Annually conduct review of SACS/AdvancED recommendations and monitor progress toward meeting required actions and recommendations	Chief Academic Officer	2015-2017	SACS/AdvancED accreditation report
	Number of communication channels 9 or more: yes or no	2015: Yes 2016: Yes 2017: Yes	4) Social Media	a) Streamline and expand use of various communication channels	Cabinet, Principals, and Technology Director	2015-2017	Technology
Number of social media followers	2016: 1500 2017: 3000		b) Establish district social media accounts and encourage schools/offices/departments to do the same	Cabinet, Principals, and Technology Director	2015-2017	Technology, social media	
Number of visits to district and school websites	2015: N/A 2016: N/A 2017: 2,000,000		c) Assess and determine the most efficient way to organize content of websites and organize the system and schools' websites for easier use	Cabinet, Principals, and Technology Director	2015-2017	Expertise of professional web designer	



## Strategic Goal Area II: Stakeholder Engagement

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	Completion of review of current branding: yes or no	2015: Yes 2016: Yes 2017: Yes	5) Branding	a) Review current branding	Principals and Cabinet	2015-2017	Expertise of professional marketing firm
				b) Determine needs related to current brand and possible redevelopment or revision of brand	Principals and Cabinet	2015-2017	
				c) Implement brand consistently	All staff	2015-2017	
II. Pursue meaningful business relationships	Amount of monetary and in-kind donations from businesses	2015: Establish baseline 2016: TBD 2017: \$25,000	1) Promoting student success through business partnerships	a) Collect and report monetary and in-kind donations yearly	Superintendent, Principals, and Chief Financial Officer	2015-2017	MUNIS financial system
	Number of contact hours with students provided by businesses (leadership opportunities, internships, service opportunities, job shadowing, career speakers)	2015: Establish baseline 2016: TBD 2017: TBD	2) Promoting student success through business partnerships	a) Provide opportunities for students to interact with business partners (e.g., mentoring)	Principals	2015-2017	Local businesses and Chamber of Commerce
				b) Provide career awareness (job shadowing, guest speakers) with various businesses	Principals, Counselors, and Teachers	2015-2017	Business partners, community members, college professors
				c) Expand community service opportunities for students	Principals, Counselors, and Teachers	2015-2017	Business partners, community members
III. Pursue meaningful higher education relationships	Number of students in dual enrollment	2015: TBD 2016: 350 2017: 410	1) Promoting student success through higher education partnerships	a) Expand higher ed opportunities for students	Principals, Secondary/CTAE Director, Chief Academic Officer	2015-2017	Local colleges and universities

## Strategic Goal Area II: Stakeholder Engagement

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	Number of students participating in research and/or learning at higher ed institutions	2015: Establish baseline 2016: TBD 2017: TBD	2) Promoting student success through higher education partnerships	a) Develop partnerships with higher ed institutions to provide professional learning support for teachers	Principals, Secondary/CTAE Director, Elementary Director, Chief Academic Officer	2015-2017	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					
<b>I. Acquire excellent people for all positions</b>	All teachers and paraprofessionals are highly qualified as required and defined by law	2015: 100% 2016: 100% 2017: 100%	1) Hiring and maintaining highly qualified teachers and paraprofessionals	a) Maintain the district's position of 100% highly qualified teachers and paraprofessionals as required and defined by law	Chief Human Resources Officer	2015-2017	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	2) Substitute process automation	a) Continue implementation of substitute automation process	Chief Human Resources Officer, Human Resources Coordinator, Personnel Manager	2015-2017	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	3) HR Training Sessions	a) Present HR training relative to critical issues for principals and district leaders	Chief Human Resources Officer, Human Resources Coordinator	2015-2017	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	4) HR Sessions	a) Present HR training relative to critical issues for principals and district leaders	Chief Human Resources Officer, Human Resources Coordinator	2015-2017	Surveys
<b>II. Identify and retain high-performing faculty and staff</b>	Increase recognition of outstanding employees	2015: Yes 2016: Yes 2017: Yes	1) Employee recognition	a) Increase recognition of employees based on recommendations made by employee recognition committee	Chief Human Resources Officer, Human Resources Coordinator	2015-2017	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	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 Coordinator, and Personnel Manager	2015-2017	Teacher Keys, Leader Keys

### Strategic Goal Area III: Human Resources

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
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	1) Succession readiness	a) Review accurate data with all principals	Chief Human Resources Officer	2015-2017	CPI data, school rosters, allotments
	All employees receive direct orientation from HR staff upon employment with OCS: 100%	2015: 100 2016: 100 2017: 100	2) Employee support and succession readiness	a) Follow established HR process for hiring; schedule and provide appropriate orientation	Chief Human Resources Officer, Personnel Manager, Human Resources Assistant	2015-2017	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	1) Operations and student services will examine all operational processes to ensure effectiveness and efficiency for Oconee County Schools (OCS) students	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	2015-2017	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		b) Implement and update state and local 5 year facility plan	Chief Operations Officer, Facilities Director	2015-2017	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		c) Develop and communicate a plan regarding heating and air efficiency in all facilities while maintaining flexibility as necessary d) Emphasize preventive maintenance of equipment to reduce downtime when broken	Chief Operations Officer, Maintenance Director, and Facilities Director  Chief Financial Officer, School Nutrition Managers, School Nutrition Director, Maintenance Director, Transportation Director	2015-2017  2015-2017	Current data, professional learning  Current data, professional learning

## 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					
				<p>e) Monitor meals per labor hour by school to ensure individual schools are not over-staffed</p> <p>f) Emphasize proper inventory management as a means of moderating plate cost</p> <p>g) Establish a replacement cycle for aging equipment and assets</p>	<p>Chief Financial Officer, School Nutrition Director and School Nutrition Managers</p> <p>Chief Financial Officer, School Nutrition Director and School Nutrition Managers</p> <p>Chief Operations Officer, Transportation Director, Maintenance Director, School Nutrition Director</p>	<p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p>	<p>School Nutrition Budget</p> <p>School Nutrition Budget</p> <p>ELOST IV, Maintenance &amp; Operations Budget</p>
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	1) Operations and student services will implement processes to ensure a safe environment for all students and staff	a) <b>Continue implementation</b> of District Safety Committee	Chief Academic Officer, Student Services Director	2015-2017	Staff, stakeholders
	100% of schools earn 95 or better on Health Inspection Report: yes or no	2015: Yes 2016: Yes 2017: Yes		b) Review process and protocols for safety plans annually	Chief Academic Officer, Student Services Director	2015-2017	Staff, stakeholders, safety plans
	100% of schools earn 90% or better on monthly school level custodial evaluations: yes or no	2015: Yes 2016: Yes 2017: Yes		c) Maintain relationship with local and state law enforcement and emergency management agencies	Superintendent, Chief Operations Officer	2015-2017	Communication plan and tools

## 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 all schools will participate in emergency drills: yes or no	2015: Yes 2016: Yes 2017: Yes		<p>d) Develop policies and practices on digital citizenship, including emphasis on preventing cyberbullying, digital citizenship will be included in student handbook</p> <p>e) Use available technology resources to communicate to students and parents</p> <p>f) Examine need for cameras or other technology for buses</p> <p>g) Use text messaging and social media to notify students/parents of safety/emergencies</p> <p>h) Conduct bi-annual emergency drills at all schools, collaborate with local agencies and/or Georgia Emergency Management Agency (GEMA)</p>	<p>Chief Academic Officer Student Services Director Technology Director</p> <p>Chief Operations Officer, Chief Academic Officer, Student Services Director, Technology Director</p> <p>Chief Operations Officer, Transportation Director</p> <p>Chief Operations Officer, Chief Academic Officer, Student Services Director, Technology Director</p> <p>Chief Academic Officer, Student Services Director, and Principals</p>	<p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p>	<p>Student handbook, cyberbullying &amp; digital citizenship research</p> <p>Technology, social media, technology survey</p> <p>ELOST IV, Maintenance &amp; Operations Budget</p> <p>Social media, technology</p> <p>GEMA</p>
				i) Conduct monthly fire drill at all schools	Chief Academic Officer, Student Services Director, and Principals	2015-2017	Fire drill dates, school fire drill 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					
				<p>j) Conduct severe weather drills at all schools</p> <p>k) Conduct transportation safety drills, emergency evacuation and preparedness at least once a year</p> <p>l) Utilize ongoing, customized improvement reviews to ensure food safety and food defense procedures are being followed</p> <p>m) Incorporate monthly food safety training topics into routine site visits</p>	<p>Chief Academic Officer, Student Services Director, Principals</p> <p>Chief Operations Officer, Chief Academic Officer, Student Services Director, Transportation Director, Principals</p> <p>Chief Financial Officer, School Nutrition Director and School Nutrition Managers</p> <p>Chief Financial Officer, School Nutrition Director and FSS Contractor</p>	<p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p>	<p>Dates, school severe weather plans</p> <p>Dates, school plans</p> <p>Food safety regulations</p> <p>Professional learning</p>
<b>III. Develop and implement practices to support at risk students</b>	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	1) Operations and Student Services will work with schools to identify at risk students and assist with providing appropriate services to improve student success	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	2015-2017	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		<p>b) Provide school principals with real-time, online access to student meal status</p> <p>c) Advertise and encourage use of online free or reduced price applications as a means of increasing eligibility determinations</p> <p>d) Develop and implement procedures for communication between schools and departments regarding issues related to at-risk students.</p>	<p>Chief Financial Officer, School Nutrition Director, Transportation Director</p> <p>Chief Financial Officer, School Nutrition Director, Guidance Counselors, and School Registrars</p> <p>Chief Academic Officer, Student Support Director, Social Workers, Principals</p>	<p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p>	<p>Technology, student meal status reports</p> <p>Applications, communication plan</p> <p>At-risk student data, communication plan</p>
				<p><b>e) Provide professional learning for:</b>  <b>school nurses</b>  <b>school social workers</b>  <b>alternative school staff</b>  <b>school counselors</b></p>	<p>Chief Academic Officer, Director of Student Services, Secondary Director, Principals</p>	<p>2015-2017</p>	<p>At-risk student data, communication plan  <b>conferences and/or PLCs</b></p>

# 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	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	2015-2017	Staff
				b) Membership in state and/or national professional organizations, and attendance at sponsored professional development opportunities	Chief Financial Officer	2015-2017	Business Services Budget
				c) Completion of webinars and online learning opportunities	Chief Financial Officer	2015-2017	Technology
				d) Research and determine the cost and feasibility of outsourcing the annual financial audits to ensure timely audits and reports	Chief Financial Officer	2015-2017	Staff

## Strategic Goal Area V: Business Services

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
				<p>e) Review and revise the support and non-administrative salary scales to increase clarity and to prevent salary calculation errors</p> <p>f) Continue cross-training Business Services staff in all functional areas</p> <p>g) Conduct comprehensive review of School Food Service procedures and processes to increase participation and ensure program is operating efficiently and effectively</p>	<p>Chief Financial Officer</p> <p>Chief Financial Officer</p> <p>Chief Financial Officer School Nutrition Director</p>	<p>2015-2017</p> <p>2015-2017</p> <p>2015-2017</p>	<p>Staff</p> <p>Staff</p> <p>Staff</p>
<b>II. Develop a collaborative district budgeting process</b>	Budget development at the Division level: yes or no	2015: Yes 2016: Yes 2017: Yes	1) Development of the OCS annual budget by division, department and program to insure 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	2015-2017	MUNIS, Professional Learning

## Strategic Goal Area V: Business Services

Performance Objectives	Performance Measures		Initiative	Action Steps	Person Responsible	Start & End Date	Resources Needed
	Metrics & Measures	Targets					
	Principals and department managers have a clear understanding of the budget and staffing formulas: yes or no	2015: Yes 2016: Yes 2017: Yes					
	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 or no	2015: Yes 2016: Yes 2017: Yes					
<b>III. Maximize federal, state, local, and alternative funding sources</b>	Mid-term QBE adjustments and grant carry-forward and returned dollars	2015: Yes 2016: Yes 2017: 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	2015-2017	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	2015-2017	MUNIS, state reports, consolidated application