

# **Haralson County Charter School District**



**Strategic Improvement Planning Report**

**January 6, 2022**

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## Executive Summary - Strategic Improvement Planning Process

The Haralson County School System used a process developed by the Georgia School Boards Association (GSBA) and for the school district Georgia Leadership Institute for School Improvement (GLISI) to develop a new strategic improvement plan. This comprehensive process engaged the community and stakeholder groups to create ownership and support for district and school improvement. Highlights of the process include:

- A comprehensive community engagement component that allows stakeholders to have a voice in the strategic improvement planning process.
- A diverse planning team that represents stakeholder groups to develop the plan.
- A facilitated planning process that assisted the planning and action teams in analyzing the school district's strengths, weaknesses, opportunities, and threats (SWOT) and developing a mission, vision, beliefs, goal areas, and elements of the strategic improvement plan.
- A facilitated process to work with experts within the district and community on developing initiatives and action steps to implement the plan.



The strategic improvement planning process follows a continuous cycle of improvement designed around the five questions listed in the visual above. The entire process takes several months to complete. The description of the planning phases are included in the timeline discussion.

# Haralson County School System Strategic Improvement Plan

## Strategic Plan Process Timeline

### Phase I

Planning Team: In **September 2021**, a group of 35 people representing stakeholder groups from the board, central office, schools, parents, business, and other community representatives assembled to review and discuss possible revisions to the 2017-2021 HCSD Strategic Plan and discuss the following questions: “Who are we?” “Where are we now?” and “Where do we want to go?” Specific outcomes include a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, reviewing the district’s beliefs, mission, and vision, and reviewing strategic goal areas and priorities for the strategic improvement plan.

Action Teams: In **September-November 2021**, five smaller teams assembled to answer the question “How will we know when we have arrived.” The action teams looked at each proposed strategic goal area and identified the performance objectives, measures, and targets to answer this question. Additionally, the action teams began to look at the initiatives and action steps that might be needed to answer the fourth question of the GSBA Strategic Improvement Planning Process, “How do we plan to get there?”

Community Engagement: In **September - November 2021**, the district engaged in community engagement outreach, involving representatives from all stakeholder groups to gather vital input from the community. Results were examined from several stakeholder meetings conducted in the spring and fall of 2021.

Action Team Report to Planning Team: In **December 2021**, the Action Teams delivered a report of their work back to the Planning Team. The planning team reviewed the action team’s work and discussed priorities, implications, and made recommendations for additions or changes that might be needed.

### Phase II

Planning Team Report to the Board of Education: In **January 2022**, the planning team presented a report of the strategic improvement plan to the board. The board reviewed the information to consider approval of the strategic improvement plan for 2022-2027.

Board and Staff: In **January 2022**, once the board has adopted the work of the Planning and Action Teams, specific initiatives and action steps necessary to execute the plan will be refined. These initiatives will be identified at the board, district, school (School Improvement Plans), and community levels.

### **Phase III**

Alignment: After identifying initiatives and action steps, the plan will be aligned to the districts and school budgets and board, superintendent, and leader evaluations. Additionally, school improvement plans and other system action plans will be aligned with the new strategic improvement plan.

### **Phase IV**

Execution, Monitoring, and Reporting: After alignment of the plan, district and school staff, in conjunction with the board, will execute, monitor, and report on the plan and ensure an ongoing process to review and update the plan as needed. Strategic improvement plan annual summary updates will be provided to the Board by the superintendent each year.

eBoard Strategic Plan Software: One of the critical aspects of the Strategic Improvement Planning Process is the ability of the school district to use GSBA's eBoard Strategic Plan Software to assist with the plan's execution, monitoring, and reporting. GSBA's eBoard Strategic Plan Module makes the process easy for district staff and the board to review continuous improvement and progress. Staff will easily update plan items, allowing users to filter the plan by staff, department, status, priority, date, etc. As the strategic plan is updated, results can be found on the Strategic Dashboard, Balanced Scorecard, and the Goal Alignment report. eBoard will help keep everyone informed and update the status of the plan in a real-time and transparent fashion.

## **Haralson County School System Mission, Vision & Beliefs**

### **Mission**

Haralson County Schools will produce high-achieving students who will graduate and become productive and responsible citizens.

### **Vision**

Haralson County Schools will be recognized as a leader in improving student achievement for ALL students.

### **Beliefs**

- We believe all students deserve to be held to high expectations that reflect individual abilities.
- We believe every person deserves to be treated with respect.
- We believe the health, safety and welfare of all students and employees are a prerequisite to student success.
- We believe students must be taught academic and life skills, including technology, to succeed in an ever-changing world.
- We believe school experience should be relevant practice for adulthood.
- We believe regular attendance is fundamental to learning.
- We believe all stakeholders share the responsibility for educating students.
- We believe effective communication is essential for all stakeholders.

# Strategic Goal Areas and Performance Objectives

## Goal Area I – Student Achievement

- Increase the percentage of students scoring in the range of Level III (Proficient) and Level IV (Distinguished) on state-designated performance targets
- Implement a systematic, collaborative process for analyzing student achievement data to inform instructional best practices and improve student achievement
- Improve the integration of Technology and STEM/STEAM into the general curriculum program
- Maintain a graduation rate of 95% or higher

## Goal Area II – Student and Teacher Support

- Training and implementation in student supports, both academic and behavioral for all students
- Communicate high expectations for students through critical thinking and relevant learning experiences
- Support and encourage staff effectiveness through differentiated professional learning

## Goal Area III – Student, Staff, Parent, and Community Engagement

- Provide opportunities to increase family and community engagement through meaningful and relevant events and interactions
- Increase and improve student and staff attendance
- Continue to expand the marketing of the Haralson County School District

## Goal Area IV – Operational Support

- Continuous improvement of communications and operations
- Continuous improvement of technology infrastructure and resources for students
- Continuous improvement of infrastructure and safety

## Haralson County Strategy Statement

Operational Support	If we provide effective and efficient operational processes,
Student and Teacher Support	and provide quality instruction and accountability while establishing procedures to ensure and enhance student success,
Student, Staff, Parent & Community Engagement	and effectively engage all stakeholders,
Student Achievement	then our graduation rate will be maintained at 95% or higher, our performance gaps will decrease, and ALL students will meet high expectations.

## **Strategic Goal Area I - Student Achievement**

### **Goal Area Priorities**

- Increase the percentage of students scoring in the range of Level III (Proficient) and Level IV (Distinguished) on state-designated performance targets
- Implement a systematic, collaborative process for analyzing student achievement data to inform instructional best practices and improve student achievement
- Improve the integration of Technology and STEM/STEAM into the general curriculum program
- Improve graduation rate and post-secondary readiness

### **Performance Objective A – Ensure mastery of the curriculum**

#### ***Performance Measures***

- A yearly increase in the percentage of students scoring “Proficient” and “Distinguished” on all End-of-Grade and End-of-Course Milestones assessments by at least 2%; after five years, the total percentage of students scoring “Proficient” and “Distinguished” will be maintained at 45%.
- A yearly increase in the percentage of students scoring “Developing,” “Proficient,” and “Distinguished” on all End-of-Grade and End-of-Course Milestones assessments by at least 2%; after five years, the total percentage of students scoring “Developing,” “Proficient,” and “Distinguished” will be maintained at 75%.

#### ***Initiatives***

- Initiative I - Curriculum/Instructional Alignment
  - Vertical planning between grade level bands (elementary and middle/middle and high, etc.)
  - Implement horizontal planning initiatives designed to facilitate collaboration between common grade levels at multiple schools.
  - Refine the process of continuous curriculum auditing to engage teachers in routinely unpacking standards, aligning instruction, designing interventions, and refining assessments.
- Initiative II - Benchmark Assessments
  - Continue to implement common Benchmark Assessments in all grade levels through a district-wide assessment platform (Edulastic launched in 2020-2021).

- Develop a robust process of constructing Benchmarks that address the relevant standards with appropriate rigor.
- Implement regular instructional staff training sessions in relevant data analysis techniques, utilizing SLDS and district-wide assessment platforms for data mining.
- Continue implementing Edulastic and additional assessment platforms to support regular data usage to drive instruction and planning.
- Address learning loss through various programs
- Initiative III - RTI
  - Implement, monitor, and adjust interventions to meet student needs.
  - Implement regular progress monitoring teams to track student progress within RTI and the overall effectiveness of RTI processes.
  - Continue to employ Infinite Campus and related platforms to supervise and monitor the system-wide RTI process.

**Performance Objective B – Improve the performance of identified subgroups**

***Performance Measures***

- A yearly increase in the percentage of SWD students scoring “Proficient” and “Distinguished” on all End-of-Grade and End-of-Course Milestones assessments by at least 2%; after five years, the total percentage of students scoring “Proficient” and “Distinguished” will be maintained at 35%.
- A yearly increase in the percentage of SWD students scoring “Developing,” “Proficient,” and “Distinguished” on all End-of-Grade and End-of-Course Milestones assessments by at least 2%; after five years, the total percentage of students scoring “Developing,” “Proficient,” and “Distinguished” will be maintained at 55%.

**Initiatives**

- Initiative I: Professional Needs Focus
  - To ensure access to the Georgia Standards of Excellence curriculum for students with IEPs, the District will provide appropriate supplemental materials for all core content area classes.
  - Continue developing and implementing a district-wide multi-tiered system of behavioral health scope (PBIS) and sequence to identify resources to best meet the needs of at-risk student populations in a timely and effective manner.
  - Continue implementation of training on specialized instruction, including evidence-based practices that are required to meet the needs of most students

(e.g., structured literacy training - LMB, Cox Campus, Q t A, PALs, Reciprocal Teaching)

- Expand opportunities for collaborative planning with special and general educators
- Track, monitor, and communicate compliance data for the IEP process.
- **Initiative II: Student Needs Focused**
  - Birth to Kindergarten Child Outcomes: Increase the percentage of children who receive early intervention services or preschool special education services through the HC Pre K program.
  - Increase parental awareness through the outreach and collaboration with community partners of literacy resources and strategies for supporting the development of language and literacy skills in the home.

### **Performance Objective C – Improve the integration of technology & STEAM into the general curriculum**

#### ***Performance Measures***

- Achieve STEM/STEAM certification for 100% of the Haralson County Schools.

#### ***Initiatives***

- Initiative I - Technology Implementation Initiative
  - Maintain one-to-one Chromebooks for all students grades 3-12
  - Provide resources necessary to continue the implementation of online platforms for classroom assessment (Edulastic).
  - Provide resources necessary to continue and expand the implementation of electronic data management systems to improve instruction/school effectiveness through the continual analysis of student performance data (IC, ClassLink, etc.).
  - Provide resources necessary to support the system goal/GaDOE expectation 100% online administration for all state-mandated assessments.
- Initiative II - STEM/STEAM certification for all Haralson County schools.
  - Perform capacity and self-assessment for each Haralson County school that is not already certified. This may be accomplished through local resources, GaDOE, or Cognia.
  - Provide resources to support ongoing professional learning and training for all staff in STEM/STEAM concepts to align curriculum across the district K-12.
  - Designate collaborative planning time to align curriculum and plan for common instructional practices.

- Develop a program designed to recognize teacher excellence and leadership in STEM/STEAM and technology integration into instruction.
- Provide the resources necessary to expand course offerings and programs relevant to STEM/STEAM certification requirements. Including, but not limited to, instructional personnel, administrative personnel, facilities, equipment, and miscellaneous funding.
- Provide the administration of system-wide STEM/STEAM programs with specific expectations for students, teachers, and schools.

**Performance Objective D – Improve graduation rate & post-secondary readiness**

***Performance Measures***

- Maintain a 4-year cohort graduation rate of 95% or greater.
- Increase course offerings each year with a minimum of 1 course per year with a goal of 10 classes over the next five years in Dual Enrollment.
- Increase the percentage of 11th and 12th-grade students participating in DE by 5% of the student body in 5 years.
- Increase by a minimum of 2% in the number of students participating in the “Option B” program to fulfill their graduation requirements.

***Initiatives***

- Initiative I – Implement grade-level teams/Improve the Star Advisement Program.
  - Grade-level teams meet a minimum of 2 times a month to discuss at-risk students (course completion, behavior, and attendance) and identify who will be the check-in person for that student.
  - Flexible scheduling system- increase Star Advisement meeting times to monthly (provides support and hopefully increases the graduation rate)
  - Targeted planning for Star Advisement sessions by teacher teams. Teams will meet monthly to create specific activities for those sessions, specific to the students’ needs and the grade level.
- Initiative II – Increased graduation counseling/guidance
  - STAR guidance at HCHS and completion of graduation plans at HCMS.
  - Implement Career Readiness counseling activities at the K-5 level.
  - Utilize electronic data management platforms to monitor and track at-risk students, including yearly reviews of students’ academic plans.
  - Develop effective alternative programs for credit/course completion including the implementation of a night program. Additionally, add work based learning

opportunities for students who work during the day and attend school in the evening.

- Initiative III – Refine K-12 CTAE & Career Readiness Programs.
  - Refine tech-related CTAE pathways aligned with the priorities of the local industrial/commercial community.
  - Continually assess the effectiveness of existing CTAE programs for the purpose of justifying their continued inclusion in the curriculum.
  - Survey local business, industry, community and students regarding the current needs of the current CTAE programs.
  - Continue the development of a system-wide approach to CTAE.
    - Align and develop programs at the 6-8 level that will complement and support 9-12 pathways.
    - Assign system resources to support the implementation of pre-CTAE programs and activities in K-5 schools.
    - Provide for the administration of a system-wide K-12 College & Career Readiness program.
  - Continue to develop meaningful business relationships that will allow expansion of Work-Based Learning opportunities and internships.
  - Explore the possibility of shadowing experiences for students in grades 6-12.
  - Promote increased participation in dual enrollment programs in technical courses on the HCHS campus and local technical college.
  - Develop collaborative partnerships with local post-secondary institutions for the purpose of streamlining the dual enrollment process, increasing student participation, and improving the overall effectiveness of dual enrollment programs.
  - Develop collaborative partnerships with local business/industry for the purpose of improving instructional quality and maintaining the relevance of all CTAE/Career Readiness vocational programs.
  - Provide for the management and integration of dual enrollment/online course offerings into the general program of study.
  - Provide the resources necessary to expand course offerings and programs relevant to College and Career Readiness grants and CTAE program requirements. Including, but not limited to, instructional personnel, administrative personnel, facilities, equipment and/or miscellaneous funding.
  - Provide for the necessary administrative support to ensure the effective implementation of programs and the responsible allocation of local, state and federal resources.

## **Strategic Goal Area II - Student and Teacher Support**

### **Goal Area Priorities**

- Training and implementation in student supports, both academic and behavioral for all students
- Communicate high expectations for students through critical thinking and relevant learning experiences
- Support and encourage staff effectiveness through differentiated professional learning

### **Performance Objective A - Increase SWD achievement**

#### ***Performance Measure***

- Increase the percentage of K-12 students with disabilities making progress in English Language Arts and Math.
- Target-Increase 1 percentage point for each year.
  - Current data (CCRPI)

	<b>Math</b>		<b>English</b>	
	<b>FY18</b>	<b>FY19</b>	<b>FY18</b>	<b>FY19</b>
<b>Elementary</b>	87.65%	61.26%	80.91%	80.63%
<b>Middle</b>	92.24%	81.86%	86.40%	84.07%
<b>High</b>	65.48%	74.11%	86.08%	77.49%

#### ***Initiatives***

- Initiative I -Continue to develop effective mentoring programs at all schools. Continue programs such as:
  - HCHS Rebel 180
  - HCMS Mentoring Program
  - District-wide (Be the Voice & PBIS)
- Initiative II-Facilitate monitoring to track individual student progress in ELA and Math.
- Initiative III-Ensure co-teachers in core content areas have common planning with general education teachers.
- Initiative IV-Ensure special education teachers have access to benchmark data to evaluate English Language Arts and Math progress.

## **Performance Objective B - Increase CTAE pathways and elective options**

### ***Performance Measure***

- Increase enrollment in CTAE Pathways and earn a national industry-recognized credential.
  - **Current National Credentials Offered:**
    - Entry-level ASE Certification
    - Microsoft Office Specialist
    - CNA
    - OSHA 10
    - ServSafe
    - Adobe Premiere Certification
    - EKG Technician Training
  - Target - Increase by 2 percentage points each year
  - Current data (*CCRPI*)
    - FY18-65%
    - FY19-94%

### ***Initiatives***

- Initiative I -Increase opportunities at the K-8 level that are aligned with CTAE pathways.
- Initiative II -Continue monthly meetings with industry partners and other community partners to promote collaboration between CTAE programs and the community.
- Initiative III -Continue to hold career fairs with community collaboration to expose students to a variety of post-school opportunities and visits for K-8 to the CTAE programs at the high school.
- Initiative IV-Increase dual enrollment courses and CTAE pathways.
- Initiative V- Explore CTAE pathways for middle school.

## **Performance Objective C - Increase students engaged in dual enrollment and other credit opportunities**

### ***Performance Measure***

- Increase % of students earning high school credit(s) for accelerated enrollment via ACCEL, Dual HOPE Grant, Dual Enrollment, and Advanced Placement courses
  - Target - Increase by 2 percentage points each year
  - Current data (*Local district data used*)
    - FY18-18%
    - FY19-21%

- FY 20-24%
- FY 21-39%

***Initiatives***

- Initiative I -Monitor instructional practices that focus on differentiation and rigor.
- Initiative II -Increase the number of teachers who can teach dual enrollment classes at the high school.
- Initiative III- Increase awareness for Dual Enrollment/CTAE enrollment
  - Alternative graduation program-CTAE
  - Parent nights and programs support CTAE/Dual Enrollment

**Performance Objective D – Support and encourage staff effectiveness through differentiated professional learning**

***Performance Measure***

- Percentage of faculty/staff trained in site-specific professional learning
  - Target - 100% over the period of the plan

***Initiatives***

- Initiative I - Provide funds and professional learning for the following:
  - Training for Science, Technology, Engineering and Mathematics (STEM)/Science, Technology, Engineering, Arts and Mathematics (STEAM); Bookworms; Thinking Maps
  - Endorsements – Reading, Math, Gifted, ESOL
  - TKES/LKES (Instructional best practices, standards-based classroom)
  - Special Education specific practices (Mindsets, Behavioral training, Co-teaching model)
  - Reading supports to increase rigor
  - Math supports for new standards
  - Aspiring Leadership training (upcoming administrators)
  - Pre-K teacher training (Cox Campus)
  - Social Emotional Learning training-Emotional Poverty
  - New Special Ed Teacher training-Collaborative with NWGARESA and GaDOE

**Performance Objective E - Increase student attendance**

***Performance Measure***

- Increase % of students missing fewer than 6 days of school.

- Target - Increase by 1 percentage point each year
- Current data

	<b>FY18</b>	<b>FY19</b>	<b>FY20 (Covid)</b>	<b>FY21 (Covid)</b>
Elementary	90.88%	91.89%	67.48%	53.95%
Middle	92.50%	94.09%	65.87%	57.38%
High	76.57%	80.56%	69.22%	52.32%

**Initiatives**

- Initiative I-Continue PBIS initiative in all grade levels to support student engagement.
- Initiative II-Develop school-wide and district Attendance Reward programs that intermittently reinforce good attendance.
- Initiative III-Communicate to parents the attendance policies and ramifications of truancy and consequences related to achievement.

**Strategic Goal Area III – Student, Staff, Parent, and Community Engagement**

**Goal Area Priorities:**

- Provide opportunities to increase family and community engagement through meaningful and relevant events and interactions
- Increase and improve student and staff attendance
- Continue to expand the marketing of the Haralson County School District

**Performance Objective A - Provide opportunities for meaningful and relevant interactions with the schools for families and business partners**

**Performance Measures:**

- 90% of Students and Parents use one or more of the communication methods offered by the school district.
- Improve participation of Student-led Parent Teacher Conferences from current baseline level (as measured by SPTC attendance in October 2021) at a percentage of 5% per year with 100% participation the goal.

**Initiatives**

- Initiative I - Continue to provide opportunities for families to obtain Infinite Campus logins and update household information through outreach events such as:
  - Rebel Fest
  - Winter Fest
  - Career Days
  - Open House, Family Nights, Conferences, Screen on the Green

- Initiative II - Continuous evaluation of the communication methods used by staff to make contact with students, parents, and stakeholders such as:
  - Infinite Campus
  - Email, Google Classroom, Remind, Class Dojo, etc...
  - Social Media posting
  - Weekly phone messages to parents about upcoming events.
  - Roadside marquee
  
- Initiative III - Improve student and parent attendance at critical learning events.
  - Promote the events in advance
  - Actively schedule so that greater participation takes place

**Performance Objective B - Increase and improve student and staff attendance and engagement**

***Performance Measures:***

- Continue monitoring student attendance using 92% as the baseline for daily attendance for students and 97% for all others.
- Continue to have 100% of faculty/staff participation in school-sanctioned activities.

***Initiatives***

- Initiative I - Attendance
  - Continue reflecting on school policies that may lead to student non-attendance and dropout (grading policies, failures, attendance and promotion policies, etc.).
  - Continue offering school-wide Attendance Reward programs that intermittently reinforce good attendance through drawings, and always reinforce all perfect attendance for both students and staff using low and no-cost incentives.
  - Continue to provide specific counselor training on CCRPI attendance requirements, truancy, documentation and any revisions to the attendance policy so that they may positively impact student attendance, while consistently supporting the administration in their respective schools.
  - Continue to evaluate the current system-wide protocol for dealing with staff who are chronically absent.
  
- Initiative II - Staff
  - Provide staff with opportunities to advance their knowledge-base through staff development opportunities and leadership development.

**Performance Objective C - Expand the marketing of the Haralson County School District**

***Performance Measures:***

- Provide additional avenues to market the Haralson County School District

- Increase the number of contacts between Haralson County School District and its stakeholders

### ***Initiatives***

- Initiative I - Student and Parent Marketing
  - Use the marquees at the schools
  - Provide students with opportunities to see themselves engaged in learning activities
  - Offer parents “space” on the sign to market their student
  - Social Media highlighting all of the #rebels hashtags
  - “Rebel Yell” Radio Program
  - Constant Contact - It’s a Great Day to be a Rebel Weekly Email Blast
- Initiative II - Stakeholder and Community Marketing
  - Increase the advertising on the “JumboTron” at athletic and social events as well as on the school marquee and in the future CCA multipurpose room.
  - Develop a plan for the Video Production and Broadcasting class to create these platforms for stakeholders and market the school district.
  - Offer additional opportunities to sell HC (™) branded merchandise at the school and within the community at large.
  - Increase the Partners in Education for each school.

## **Strategic Goal Area IV – Operations**

### ***Goal Priorities***

- Continuous improvement of communications and operations
- Continuous improvement of technology infrastructure and resources for students
- Continuous improvement of infrastructure and safety

### **Performance Objective A – Ensure effective and efficient communication within the system related to all matters regarding school performance and operations, financial position and all student safety.**

### ***Performance Goals***

- Achieve 90% On-Time Bus Arrival/Delivery Percentage
- Achieve 90% On-Time Bus Departure/Pick-up Percentage
- Achieve 80% Completion Rate on all Maintenance Requests in 7 or less days
- Achieve 80% Completion Rate on all Technology Requests in 3 or less days
- Achieve 100% Attainment of minimum SNP Health and Sanitation target score of 95.
- Maintain a Fund Balance > 8%

### ***Initiatives***

- Initiative I - Operational Productivity
  - Monthly reports to the Superintendent and Board of Education regarding the current performance and on-time percentages of Arrivals/Deliveries and Departures/Pick-Ups.
  - Regular monitoring of current SNP Health and Sanitation standards and scores in each school.
  - Continuous monitoring of response time to maintenance and technology requests, number of late bus arrivals and departures, and health and sanitation scores for each school.
  - Regular meetings of school and central office personnel regarding matters of student's performance, safety and departmental updates.
- Initiative II - Financial Efficiency
  - Provide budgets monthly to principals, board and department heads to ensure proper use of funds during the year.
  - Monthly reports to the Superintendent and Board of Education regarding the current fund balance.

**Performance Objective B – Ensure that our system is well prepared technologically and able to support all technology initiatives (administrative, infrastructure, instructional) in an effort to improve student learning and achievement.**

### ***Performance Measure***

- Provide 100% of 3-12 students with modern computing devices.
- Provide 100% of PK-2 students the opportunity to develop technology skills.
- Constant evaluation of technology resources for all stakeholders.
- Complete wired network upgrade from 10Gb to 40/100Gb by 2025.
- Complete wireless network change from Xirrus to Aruba by 2025.

### ***Initiatives:***

- Initiative I - 1:1 Computing Initiative
  - Provide a device per student in 3-12 as an integration of technology with their curriculum.
  - Evaluate resources to enhance the classroom environment (apps, extensions, textbook resources, programs) to improve student achievement.
- Initiative II - Technical Capacity
  - Continue to support and improve our wired network and wireless infrastructure in order to support all necessary online and mobile devices.
  - Continue to support and improve our wired network and wireless infrastructure in order to support simultaneous online STATE testing at all schools.

**Performance Objective C – Provide a clean, safe classroom and school environment as well as academically appropriate student learning initiatives that improve our student learning and achievement.**

***Performance Measures***

- Conduct yearly building and facility annual inspections at 100% of HC Schools.
- Annually revise and refine the System Five-Year Facilities Plan.
- Monitor monthly all SPLOST revenue collections.
- Annually update School Safety Plan at 100% of HC Schools.

**Initiatives**

- Initiative I - Facilities Maintenance & Support
  - Continually inspect buildings and facilities by the maintenance department and school administration for cleanliness and safety concerns.
  - Create a facilities plan with future plans for the needs of the system and update this plan every 5 years.
  - Continually monitor SPLOST revenue to plan for the future facility needs of the district.
- Initiative II - Safety
  - Each school will create and annually update a written safety plan coordinated with local and state emergency services personnel.
  - Each school will conduct required monthly fire drills and regular tornado preparedness drills as required by statute.
  - Each school will provide School Resource Officers by the Haralson County School System Police Department.

Appendix  
Haralson County School District  
Strategic Planning Meeting  
September 8<sup>th</sup>, 2021  
Agenda

**Welcome/Introduction/Overview/[FY22 Timeline](#)/ [Sign in Sheet](#)**

**Mission**

*Haralson County Schools will produce high-achieving students who will graduate and become productive and responsible citizens.*

**Vision**

*Haralson County Schools will be recognized as a leader in improving student achievement for ALL students.*

**Our Brand**

- Expanded need for communication (positives)
- Improve the parental involvement in the district (building a culture of excellence).
- Focus (Rolex, CFA, Disney, Mercedes Benz... what will make HCSD the Top School District)
- Tradition (How do we keep the past but move forward for success)
- Marketing - How do we differentiate our marketing to different groups?

**Present Level of Performance**

[Testing Data](#)

[HCSS CCRPI](#)

[Star Climate Rating](#)

[Graduation Rate](#)

[Operational Efficiency](#) 2.5 Star rating

## SWOT Analysis22

### Strategic Plan Teams

- I. Student Achievement -
- II. Student Support (Counseling, Nurses, etc...) - doesn't involve test scores
- III. Teaching & Learning
- IV. Student, Staff, Parent & Community Engagement
- V. Operational Support (Finance, HR, Maintenance, School Nutrition, Technology, Transportation)

### **Strategic Priorities (set in goal area meetings)**