

Pickens County Schools

2023-28 Strategic Plan

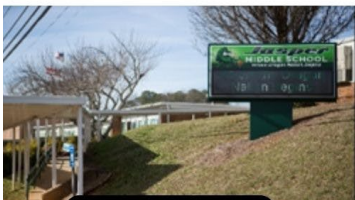
Graduation and life preparation for all.



PICKENS HIGH



PICKENS JR HIGH



JASPER MIDDLE



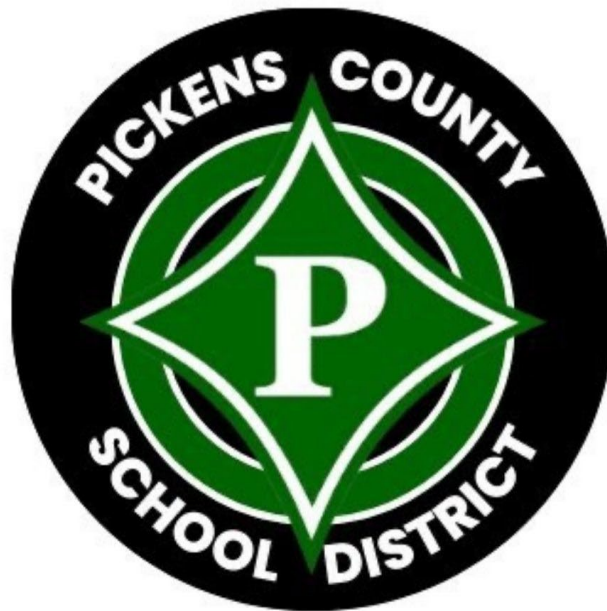
HARMONY ELEMENTARY



HILL CITY ELEMENTARY



TATE ELEMENTARY



**Student
Achievement &
Success**

**High Quality
Workforce**

**Communication
& Engagement**

**Organizational &
Operational
Effectiveness**

Pickens County Schools

100 D.B. Carroll Street

Jasper, GA 30143

Phone: (706) 253-1700 Fax: (706) 253-1705

<http://www.pickenscountyschools.org>



Strategic Plan 2023-28

Vision

Graduation and life preparation for all.

Mission

With high expectations, we will educate and develop well-rounded, confident, and responsible individuals who aspire to achieve success.

District Strategic Plan

➤ **Student Achievement and Success**

- Increase student demonstration of mastery through quality instruction.
- Engage staff in meaningful and relevant professional learning.
- Implement strategies to engage and support the whole child.

➤ **High Quality Workforce**

- Recruit highly effective staff for all areas.
- Build staff capacity through continuous support.
- Retain quality staff in all positions.

➤ **Communication and Engagement**

- Strengthen stakeholder and community partnerships.
- Strengthen internal and external communication.
- Strengthen opportunities for meaningful family engagement.

➤ **Organizational and Operational Effectiveness**

- Enhance and maintain safe and effective learning environments.
- Ensure responsible management of all resources.
- Promote effective and efficient operational processes.

Beliefs

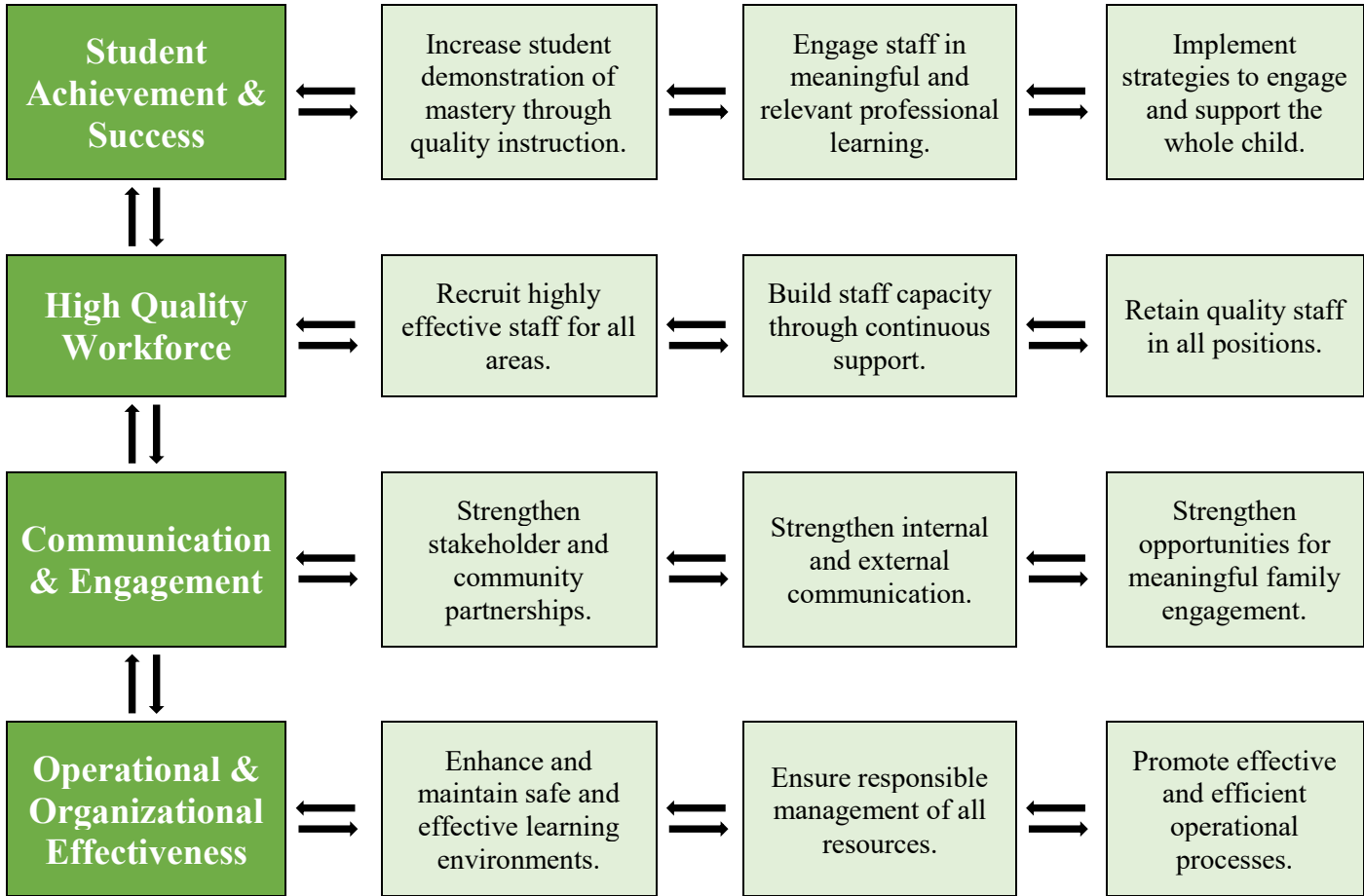
We believe:

- ✓ All children can learn.
- ✓ All educational decisions should be based on the needs and safety of the students.
- ✓ All stakeholders are accountable for student learning and will strive for continuous improvement in student achievement.
- ✓ Collaboration between students, schools, families, and community is critical to student and district success.
- ✓ Recruiting, retaining, and supporting dedicated employees is important to successful educational programs.



Strategy Map

Pickens County School District's Strategy Map





Strategic Planning Processes

How did we get here?

- ✓ **Data was gathered prior to the strategic plan meetings** with the help of Georgia School Board Association (GSBA), the Georgia Leadership Institute for School Improvement (GLISI), and local central office staff.
- ✓ **May 2, 2023 – Strategic Planning Action Team and Comprehensive Needs Assessment Meeting:** The Planning Team Meeting is facilitated by GSBA and is a high-level meeting where the current mission, vision and beliefs of the district are reviewed and revised. The Planning Team reviews student achievement data and financial data along with utilizing the information gathered from the Community Engagement/Online Survey to develop the direction for the new plan. This outcome of the Planning Team is the refinement of the mission, vision and beliefs and the development of the major strategic goal areas and performance objectives for the district's strategic plan. The composition of the Planning Team includes a diverse group of 26-40 people. The planning team should consist of a mixture of school employees and community members. The school representatives include the superintendent, lead central office staff, principals, classroom teachers, and up to two board members. There are also students, parents, and community members on the planning team.

The planning team did the following at their meeting:

- Became acquainted with the Pickens County School District's (PCSD) Strategic Improvement Planning process.
 - Utilized the PCSD student achievement and community feedback data for the planning, comprehensive needs assessment, and decision-making process.
 - Reviewed the Georgia Vision for Public Education (GVPE)
 - Created Strategic Goals Areas for the PCSD Strategic Improvement Plan
 - Determined the Performance Objectives of the PCSD Strategic Plan and goal areas for the Comprehensive LEA Improvement Plan (CLIP)
 - Created the Strategy Map of the PCSD Strategic Plan.
- ✓ **June 1, 2023 – 2nd planning meeting:** The next meeting included internal stakeholders in the following tasks for the Strategic Plan.
 - Reviewed proposed vision, mission, and belief statements.
 - Reviewed proposed goal areas and performance objectives.
 - Developed performance measures, including baselines and targets, that align with established goals and objectives.
 - Created initiatives and action steps that align with established goals and objectives.



Strategic Planning Action Team

Name	Position
Abbott, Amanda	Teacher (HCES)
Allen, Angie	MTSS/PLC Coach (PJHS)
Arnold, Wendy	Asst. Principal (PHS)
Atkinson, Patti	North Georgia RESA
Baker, Michael	Special Education Coordinator
Bone, Kristy	Chief of Student Services
Carpenter, Kim	Parent (HCES)
Elwarner, Jacque	Pickens Family Connections
Finley, Sue	Board Member
Flatt, Kelly	Parent (PHS)
Flatt, Ruby	Student (PJHS)
Gibbons, Charlie	Student (PHS)
Godfrey, Amberle	Chamber of Commerce
Goodman, Janet	Interim Superintendent
Goss, Jazmine	Parent (HES)
Hensley, Grace	Teacher (HES)
Johns, Cicely	Parent
Lane, Rhonda	Academic Coach (HCES)
Kinser, Kayla	Social Worker
Kleinberg, Tom	Teacher (JMS)
Kretschmar, Angela	Principal (HCES)
Long, Ann	Asst. Principal (TES)
Lowe, Neena	Parent (TES)
Lowe, Steve	Board Member
McGraw, Mike	Parent (PJHS)
Parker, Chris	Director of Human Resources
Pence, Heather	Chattahoochee Tech
Petti, Kanyon	Principal (HES)
Porio, Danielle	Parent (JMS)
Propes, Amanda	Asst. Finance Director
Rylee, Holly	MTSS/PLC Coach
Shea, Patrick	Chief Technology Officer
Shope, Destini	Director of Assessment
Smith, Amy	Chief Financial Officer
Thomas, Travis	Superintendent
Thompson, Corey	Principal (JMS)
Thrasher, Amanda	Lead SpEd Teacher (PJHS)
Youngblood, Chelli	Academic Coach (HES)
Wallace, Chris	Chief Operations Officer
Wilkins, Carolyn	Director of Curriculum
Wright, Angela	Teacher (TES)

Action Team Meeting Dates

May 2, 2023



June 1, 2023

Data analyzed by the Action Team

- Focus Groups/Community Engagement Survey
 - Parent/Guardian (56.1%)
 - Teacher (19.0%)
 - School Staff (13.5%)
 - Community Member (8.7%)
 - Student (1.7%)
 - Administrator (1.0%)
- AdvancEd report
- District process, financial, and achievement Data
 - CCRPI
 - Budget
- Comprehensive Needs Assessment District Report
- GVPE Recommendations



Goal Area I:

Student Achievement & Success

Performance Objective 1.1:

Increase student demonstration of mastery through quality instruction.

Initiative 1.1.1: Create and employ a system for tracking, monitoring, and continually analyzing data.

- Determine what data will be used to monitor progress.
- Provide professional learning for leaders and teachers to be data literate.
- Create a communication system for sharing data with all stakeholders in a communicative method.

Initiative 1.1.2: Provide consistent expectations for instructional delivery, horizontally and vertically, across the district.

- Train building-level administrators to use TLSD platform for evaluation and effective feedback.
- Determine instructional observation protocols and feedback structures.
- Create and implement teacher learning-walks schedules and protocols.
- Create scope and sequences for instruction, in all subject areas, in elementary grades.

Performance Objective 1.2:

Engage all staff in meaningful and relevant professional learning.

Initiative 1.2.1: Engage in MTSS/PLC at work with fidelity.

- Provide additional coaching sessions for the district-level team for implementation.
- Developing professional learning opportunities for instructional staff at all schools.

Initiative 1.2.2: Create or provide access to high quality professional learning opportunities.

- Conduct a needs assessment at each school and identify professional learning priorities.
- Identify professional learning priorities for each school.
- Create or secure professional learning for each priority need.
- Create a professional learning calendar for each school and the district.
- Provide opportunities to both vertically and horizontally align.



Performance Objective 1.3:

Implement strategies to engage and support the whole child.

Initiative 1.3.1: Implement high-impact strategies to support student engagement.

- Implement Thinking Maps usage district wide.
- Use Kagan Cooperative Group Structures.
- Implement the high leverage practices in the 90 minutes block (high school).

Initiative 1.3.2: Identify and provide access to whole child initiatives.

- Implement Thinking Maps usage district wide.
- Conduct Community awareness campaigns.
- Identify resources for staff and parents for interventions based on student need.
- Engage students in their individual graduation plans.
- Create partnerships with local businesses to employ students.

Performance Measures

- ✓ Increase the percentage of tested subjects and grade levels of students scoring "proficient" or above on state summative assessments.
- ✓ Increase the percentage of tested subjects and grade levels of students scoring "developing" or above on state summative assessments.
- ✓ Increase graduation rate as reported in CCRPI.
- ✓ Staff perception of professional learning at a rate of 90% or above at "highly meaningful and relevant" as rated on a district evaluation form.
- ✓ Increase the percentage of teachers with endorsements in specialty areas (Gifted, ESOL, Reading, and Dyslexia)
- ✓ Decrease the percentage of students scoring "intervention needed" in the Early Warning System.
- ✓ Increase average daily attendance in grades K-12, as measured by reports in Infinite Campus.
- ✓ Decrease the total number of ISS and OSS days students are assigned.



Goal Area II:

High Quality Workforce

Performance Objective 2.1:

Recruit highly effective staff for all areas.

Initiative 2.1.1: Develop and implement a recruitment plan.

- Identify employees to serve on recruitment and retention team.
- Create calendar and objectives to target successful recruiting.
- Analyze best practices for recruitment and implement change.
- Review and evaluate the effectiveness of team initiatives.

Initiative 2.1.2: Create a program for mentoring student teachers.

- Review options for incentives.
- Select quality teachers to serve as mentors.
- Plan and conduct mentor training meeting.

Performance Objective 2.2:

Build staff capacity through continuous support.

Initiative 2.2.1: Evaluate employee incentives to develop positive climate and culture.

- Conduct exit interviews with staff who are leaving system.
- Conduct “why do you stay?” interviews with existing staff.
- Conduct salary study to show comparisons of our compensation to local districts.

Initiative 2.2.2: Enhance staff and district direct communication.

- Create enhanced Employee Portal for all staff members.
- Review communication plans and review needs from staff.



Performance Objective 2.3:

Retain quality staff in all positions.

Initiative 2.3.1: Implement effective mentoring programs.

- Review options for incentives.
- Select quality teachers to serve as mentors.
- Plan and conduct mentor training meeting.

Initiative 2.3.2: Implement Superintendent's Teams to enhance value.

- Continue to implement an aspiring leaders program.
- Develop more teacher leader programs and strategies.
- Hold "listening tours" in each school each semester.

Performance Measures

- ✓ Maintain new hire analysis report to determine where new hires come from, experience, and reasons.
- ✓ Increase positive climate and culture rating on Retention interviews.
- ✓ Decrease percentage of people leaving in mid-career.
- ✓ Create Retention Tracking document.
- ✓ Increase retention rate of staff by 5%
- ✓ Decrease percentage of dissatisfaction answers on exit survey.



Goal Area III:

Communication & Engagement

Performance Objective 3.1:

Strengthen stakeholder and community partnerships.

Initiative 3.1.1: Develop or strength community partnerships.

- Create a partners in education program for businesses in the community.
- Work with the Chamber of Commerce to enhance Career Boot Camp.

Initiative 3.1.2: Establish or strengthen higher education partnerships.

- Identify higher education facilities for partnership opportunities.
- Strengthen relationships between higher education facilities and CTSOs.
- Convey higher education partnership opportunities to students.

Performance Objective 3.2:

Strengthen internal and external communication.

Initiative 3.2.1: Identify and promote communication from the district to stakeholders with announcements and information.

- Establish and share a consistently formatted calendar of events by school and district on websites.
- Create a communication plan for the district that includes items such as protocols and social media.
- Identify and utilize a consistent program/tool for communication between district and stakeholders.

Initiative 3.2.2: Identify and promote communication from the district to stakeholders regarding academics, attendance, behavior, etc.

- Establish guidelines/requirements for teacher communication (parent-teacher conferences, positive phone calls, emails, etc.)
- Develop expectations regarding district, school, and/or teacher newsletters with students and families.



Performance Objective 3.3:

Strengthen opportunities for meaningful family engagement.

Initiative 3.3.1: Provide opportunities for families to engage in their children’s educational experience.

- Develop a survey for families to identify potential engagement opportunities.
- Plan and schedule family engagement opportunities each semester.

Initiative 3.3.2: Develop a parent academy to educate parents in order to support student success.

- Create a committee at each school to organize and facilitate instruction, determine topics, and develop a calendar/schedule for sessions.
- Offer virtual and/or in person opportunities for parents to participate.

Performance Measures

- ✓ Increase the number of community partnerships each year.
- ✓ Increase number of opportunities for Career Day/Discussion among all school with local experts/stakeholders.
- ✓ Start a student led "newscast" or "podcast" to share pertinent district and school information to the community
- ✓ Increase meaningful engagement opportunities - meetings, two-way communication and training methods (in-person, virtual, online platform)
- ✓ Develop a District Newsletter to communicate to families on the goings-on of district and tips to build capacity and engagement.



Goal Area IV:

Organizational & Operational Effectiveness

Performance Objective 4.1:

Enhance and maintain safe and effective learning environments.

Initiative 4.1.1: Update safety, security, and emergency response plans.

- Identify areas of improvement and focus.
- Write prevention, preparedness, and response plans.
- Hold emergency drills at each school.

Initiative 4.1.2: Increase safety protocols for all online resources.

- Research current trends and applications.
- Develop safety protocols for all users.
- Roll out initiatives to end users.

Performance Objective 4.2:

Ensure responsible management of all resources.

Initiative 4.2.1: Institute a plan to maintain and replace district resources.

- Evaluate and inventory current resources.
- Identify all resources replacement timelines.
- Create a preventative maintenance plan for our facilities.

Initiative 4.2.2: Create forecasting and planning protocols that address future needs.

- Perform needs assessment of current state of facilities.
- Research and develop facility plans.



Performance Objective 4.3:

Promote effective and efficient operational processes.

Initiative 4.3.1: Develop operational and organizational centralized processes and procedures.

- Evaluate current processes and procedures.
- Implement tracking/maintenance ticketing software.
- Develop written operational processes and procedures.
- Provide training to appropriate end users.

Initiative 4.3.2: Develop operational plan to modernize record keeping.

- Perform needs assessment of current document storage and retrieval.
- Research and develop plans to digitize past and future documents.

Performance Measures

- ✓ Increase cyber security awareness with all stakeholders.
- ✓ Increase % of students reporting they feel safe at school - State Health Survey.
- ✓ Decrease in number of equipment failures per system tickets.
- ✓ Increase in number of preventative maintenance tickets.
- ✓ Increase in number of users reporting through system tickets.
- ✓ Clean annual audit free of findings.
- ✓ Decrease in number of internal audit findings.
- ✓ Decrease in number of errors in state/federal reporting.