

Greenville City Schools Action Plan - Goal One Strategy One

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide excellence in programs.

Strategy: Provide rigorous curriculum aligned with performance standards.

Action Focus:	World Class Curriculum/Rigor					
Related Measure:	AYP Data					
	- TCAP (Proficient/Advanced) - 70% of students Proficient or Advanced for all tested subjects; 25% students Advanced for all tested subjects					
	- EOC/AYP (Proficient/Advanced)- 75% of students Proficient or Advanced in all AYP tested subjects					
	- Graduation Rate - Greater than 95% graduation rate					
	- TVAAS - 100% of all grade levels and subjects achieving one year of progress and demonstrating a positive trend					
	- Third Grade Reading - 60% of students reading at grade level in third grade (as measured by Star)					
	- College Readiness - ACT - College Readiness Benchmarks - English (18) 75% of students, Math (22) 50% of students, Social Science (21) 60% of students, Biology (24) 45% of students, and all four combined (30% of students)					

ACTION STEPS

IMPLEMENTATION PLAN

		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Utilize EPAS (Explore, PLAN and ACT data and standards), STAR, and TVAAS to align middle and high school curricula and expectations for highest possible ACT performance. Evaluate all current programs for possible impact on ACT scores.	Annually	ADOS-Instr, GHS Leadership, GMS Leadership	Copying costs	\$10,000 from regular instruction funds	Analysis of Explore, PLAN and ACT scores and all current programs	Improved Explore, PLAN and ACT scores and increased percentage of students making ACT benchmarks for college success
Action Step	Explore workforce electives development for GTC	2014-2015	ADOS-Instr, GTC Admin	Advertising Costs	Costs still to be determined - funding source I3 grant	Plan for informing students and guidance counselors of options for career pathways	Greater than 95% graduation rate
Action Step	75% of High School Seniors will enroll in the TN Promise Program	2014-2016	ADOS-Instr, GHS Leadership, GMS Leadership	Mentors for students	No projected costs	Monitor the percentage of students in each senior class who enroll in the program.	Increase the the number of students attending college.
Action Step	Explore increasing dual enrollment opportunities with Walters State Community College	2014-2015	ADOS-Instr, GHS Admin	None	TN Lottery Scholarship	Plan for increasing dual enrollment courses and participation	Increase in number of students work ready upon graduation

Action Step	Fully utilize reports from STAR Enterprise benchmark testing program in grades K-8. Reports will be used for differentiated instruction and prescriptive intervention and acceleration.	2014-2015	ADOS-Instr, Data Specialist, Elem Prin, GMS Prin	Funds to purchase software	\$33,000 from testing budget	Purchase of software, training of teachers, use of assessments during 2014-2016	Improvement in TCAP and TVASS performance
Action Step	Support and monitor new ELL instructional plan based on the RTI2 model. Prepare for transition from ELDA to WIDA.	2014-2015	ADOS-Instr, Fed Prog Dir, Marsha Hybarger	PD funds for ELL and classroom teachers	\$10,000	Plan for ELL improvement	STAR, TCAP, and EOC improvement for ELL students
Action Step	Increase STEM learning opportunities through STEM leadership committee	2014-2015	ADOS-Instr, CHRO, Janet Ricker	Supplement Costs for Committee	\$25,000 from Regular Instruction Budget	STEM Implementation	STEM Plan and Implementation
Action Step	Continue and expand district focus on student data conferencing and self-assessment to help students take ownership of their learning.	2014-2015	Leadership Team	None	\$10,000 from regular instruction funds	Student TCAP Data	Percent Proficient on TCAP
Action Step	Fully implement Tennessee State Standards at each level and develop plan for transitioning to new TCAP assessment for 2015-2016	2013-2014	ADOS-Instr, Instructional Specialist, Lana Page, Pat Hughes	PD funds	\$25,000 PD/PLC Stipends for state summer trainings	Plan for implementation	New Tennessee State Standards transition and assessment will be complete by 2015-2016.
Action Step	Increase blended learning models to include ongoing best practices in the area of instructional technology tools and strategies	2014-2015	ADOS-Instr	PD & Technology Funds	\$50,000	Plan for implementation	Increased STEM offerings

Greenville City Schools Action Plan - Goal One Strategy Two

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide excellence in programs.

Strategy: Provide excellence in instruction including high quality and up-to-date methods and strategies

Action Focus: Safety Net Measures for High School Students

Related Measure: NCLB Data

Graduation Rate - Greater than 95% graduation rate

College Readiness - ACT - College Readiness Benchmarks - English (18) 75% of students, Math (22) 50% of students, Social Science (21) 60% of students, Biology (24)

45% of students, and all four combined (30% of students)

ACTION STEPS

IMPLEMENTATION PLAN

	Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
--	----------	-----------------------	--------------------	------------------------------------	---------------------	--------------------------------

Action Step Analyze all ACT data annually and develop a plan to increase % of students at college ready benchmark in all subject areas and with all subgroups of students	Annually	ADOS-Instr, GHS Admin	ACT data disaggregation	\$150.00 from Testing and Evaluation	Comparison of % of students at college ready benchmark in each subject	Increased number of students meeting college ready benchmark in all subject areas on ACT - Reduction of achievement gap among subgroups of students
--	----------	-----------------------	-------------------------	--------------------------------------	--	---

Action Step Include required summer school for appropriate students.	2014-2015	ADOS-Instr, GHS Admin	Summer school costs for one teacher	Funds budgeted from 21st Century Learning Grant	Examination of transcripts and individual student data.	Maintenance/ increase graduation rate
---	-----------	-----------------------	-------------------------------------	---	---	---------------------------------------

Action Step Analyze Explore, Plan, and ACT data to target students for appropriate placements (either honors courses, AP, ACT prep or RTI)	2014-2015	ADOS-Instr, GHS Admin	Addition of courses always carries potential for need for additional teachers	\$4,000	Examination of schedules for increased participation in honors and AP classes; monitoring of ACT benchmarks	Meet or exceed college readiness benchmark targets for ACT
---	-----------	-----------------------	---	---------	---	--

Action Step Develop and implement plan to increase third grade reading and math scores and ensure appropriate interventions are delivered to students who are projected to score Basic and Below Basic on TCAP as predicted by STAR Reading	2014-2015	ADOS-Instr, Elem Instructional Specialists	Professional Development	Title Funds - \$3,000	Development and implementation time line for plan	Increase in 3rd Grade TCAP and Star Reading and Math scores
--	-----------	--	--------------------------	-----------------------	---	---

Action Focus: Improved Instruction/Expectations

Related Measure: AYP Data

TCAP (Proficient/Advanced) - 70% of students Proficient or Advanced for all tested subjects; 25% students Advanced for all tested subjects

EOC/AYP (Proficient/Advanced)- 75% of students Proficient or Advanced in all AYP tested subjects

	Graduation Rate - Greater than 95% graduation rate						
	TVAAS - 100% of all grade levels and subjects achieving one year of progress and demonstrating a positive trend						
	Third Grade Reading - 60% of students reading at grade level in third grade (as measured by Star)						
	College Readiness - ACT - College Readiness Benchmarks - English (18) 75% of students, Math (22) 50% of students, Social Science (21) 60% of students, Biology (24)						
	45% of students, and all four combined (30% of students)						
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Meet NCLB Waiver goal of increasing student achievement by 3% annually	2013-2015	ADOS-Instr, Principals	Professional Development	PD funds provided from local professional development funds and substitute teacher costs of approx \$10,000	Analyze TCAP scores and STAR math data. Analyze results of Tiger Evaluation Model and principal walk through for implementation of research based strategies.	Yearly increase in all tested areas, Implementation of research based strategies
Action Step	Meet NCLB Waiver goal of increasing student achievement by 3% annually in third and seventh grade reading and math	2013-2015	ADOS-Instr, GMS Prin, Elem Prin	Professional Development	PD funds provided from local professional development funds and substitute teacher costs	Analyze TCAP scores and STAR Reading data. Analyze results of Tiger Evaluation Model and principal walk throughs for implementation of research based strategies.	Exceed 3rd and 7th Grade reading and math targets
Action Step	Reduce achievement gaps in all subgroups on TCAP and EOC	2013-2015	ADOS-Instr, Principals, Data Specialist	Data Analysis, STAR Testing	21st Century Grant & Extended Contract total of approx \$318,000/year	Analyze TCAP, TVAAS, and STAR benchmark exams for reduction in achievement gap	Yearly increase in all tested areas Implementation of research based strategies
Action Step	Increase use of formative assessment, student self-assessment, and student conferencing at all grade levels.	2014-2015	Suzanne Bryant, Principals, Instr Specialists	None	None	Tiger evaluation model	70% of students proficient or advanced on TCAP for all tested subjects
Action Focus:	Technology						
Related Measure:	AYP Data						
	TCAP (Proficient/Advanced) - 70% of students Proficient or Advanced for all tested subjects; 25% students Advanced for all tested subjects						
	EOC/AYP (Proficient/Advanced)- 75% of students Proficient or Advanced in all AYP tested subjects						
	Graduation Rate - Greater than 95% graduation rate						
	TVAAS - 100% of all grade levels and subjects achieving one year of progress and demonstrating a positive trend						
	Third Grade Reading - 60% of students reading at grade level in third grade (as measured by Star)						

		College Readiness - ACT - College Readiness Benchmarks - English (18) 75% of students, Math (22) 50% of students, Social Science (21) 60% of students, Biology (24)					
		45% of students, and all four combined (30% of students)					
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Develop a plan for students to utilize offerings of online elective courses in order to increase enrollment in more rigorous coursework	2013-2015	ADOS-Instr, GHS Admin & Guidance	I-3 Grant Courses	\$27,000	AP Course Enrollment	Increased enrollment in AP and CTE courses
Action Step	Develop a systematic approach to implementation of all software programs	2013-2015	ADOS-instr, ADOS-Admin, Tech Leaders, Instr Specialist	Part-time elementary instructional technologist	\$25,000	Evaluation of implementation plan	Full utilization of existing software and hardware
Action Step	Develop and deploy a standardized keyboarding and cursive writing program for all elementary schools	2013-2015	ADOS-Instr, ADOS-Admin, Elem Tech Leaders	Software and substitute teacher costs	\$50,000 from General Purpose Funds	Evaluation of implementation plan	Full implementation at all elementary schools
Action Focus:	Reading						
Related Measure:	AYP Data						
		TCAP (Proficient/Advanced) - 70% of students Proficient or Advanced for all tested subjects; 25% students Advanced for all tested subjects					
		EOC/AYP (Proficient/Advanced)- 75% of students Proficient or Advanced in all AYP tested subjects					
		Graduation Rate - Greater than 95% graduation rate					
		TVAAS - 100% of all grade levels and subjects achieving one year of progress and demonstrating a positive trend					
		Third Grade Reading - 60% of students reading at grade level in third grade (as measured by Star)					
		College Readiness - ACT - College Readiness Benchmarks - English (18) 75% of students, Math (22) 50% of students, Social Science (21) 60% of students, Biology (24)					
		45% of students, and all four combined (30% of students)					
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Fully implement State Mandated RTI2 model (including special education students certified SLD) at the elementary level by 2014-15, middle school by 2015-2016 and high school by 2016-2017	2014-2017	ADOS-Instr, CSSO, GHS & GMS Prin	Funds for personnel, programs and materials	Title Funds, Special Education Funds and Testing & Evaluation Funds in excess \$500,000	RTI plan and analysis of implementation	Greater than 95% graduation rate
Action Step	Develop a plan for K-2 ELA instructional focus	2014-2015	ADOS-Instr, Elem Instructional Specialists	Reading Consultant	\$12,000 from PD funds	3rd Grade Reading Scores and other benchmark assessments	60% of students reading on grade level 3rd grade and beyond as assessed by Star Reading

Action Step	Annually train new teachers in reading strategies	2014-2015	ADOS-Instr, PD Coord	Funds for substitute teachers	PD funds	Plan for teacher training	60% of students reading on grade level 3rd grade and beyond as assessed by Star Reading
Action Focus:	Instructional Support						
Related Measure:	AYP Data						
	TCAP (Proficient/Advanced) - 70% of students Proficient or Advanced for all tested subjects; 25% students Advanced for all tested subjects						
	EOC/AYP (Proficient/Advanced)- 75% of students Proficient or Advanced in all AYP tested subjects						
	Graduation Rate - Greater than 95% graduation rate						
	TVAAS - 100% of all grade levels and subjects achieving one year of progress and demonstrating a positive trend						
	Third Grade Reading - 60% of students reading at grade level in third grade (as measured by Star)						
	College Readiness - ACT - College Readiness Benchmarks - English (18) 75% of students, Math (22) 50% of students, Social Science (21) 60% of students, Biology (24)						
	45% of students, and all four combined (30% of students)						
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Train and support instructional specialists, principals, Stage 3 teachers, Core Coaches, Team Leaders	2011-2015	ADOS-Instr, PD Coord	Funds for consultant and relevant conferences	\$30,000 for Conferences and Training	PD Expenditure Report, Training Evaluations	100% of principals and instructional teams participate in targeted professional development. Information will be redelivered and implemented at the classroom level in order to exceed math and reading targets and STEM goals.
Action Step	Deepen the focus of the data specialists to individual student level, while enhancing planning and collaboration with Instructional Specialists.	2010-2015	ADOS-Instr, PD Coord, Data Spec	Funds for travel to state and regional trainings	\$5000 local PD funds	Professional development log	Data specialists will be trained and able to redeliver and assist teachers and principals with analysis of all available data

Action Step	Develop plan to increase instructional support through Stage 3 teacher and core coach model.	2013-2015	ADOS-Instr, CHRO, CFO	Funding for stipends	Utilize current funding for current STEP stage 3 coaches and investigate funding for additional Stage 3 positions. \$45,000	Instructional support survey, principal surveys	Increased TVAAS growth in all areas.
Action Step	Securing funds to sustain data coaching/testing coordinator position	2015-2016	ADOS-Instr, CFO	Materials for copying	GP - approximate amount \$88,000	Principal Surveys, Teacher Surveys, coach log, PD redelivery log/portfolio	Teachers and principals increased knowledge of available data and data analysis Increase in teacher use of data in planning for instruction
Action Focus:	Collaborative Learning Teams						
Related Measure:	AYP Data						
	TCAP (Proficient/Advanced) - 70% of students Proficient or Advanced for all tested subjects; 25% students Advanced for all tested subjects						
	EOC/AYP (Proficient/Advanced)- 75% of students Proficient or Advanced in all AYP tested subjects						
	Graduation Rate - Greater than 95% graduation rate						
	TVAAS - 100% of all grade levels and subjects achieving one year of progress and demonstrating a positive trend						
	Third Grade Reading - 60% of students reading at grade level in third grade (as measured by Star)						
	College Readiness - ACT - College Readiness Benchmarks - English (18) 75% of students, Math (22) 50% of students, Social Science (21) 60% of students, Biology (24) 45% of students, and all four combined (30% of students)						
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Leadership Team will focus on building collaborative learning teams at the system and building level	2012-2015	DOS, ADOS-Instr, CHRO, Principals	\$5,000 PD for materials	Local PD Funds \$35,000	Principal/Teacher interviews and surveys	All schools will have weekly, structured, collaborative planning focused on student learning.

Greenville City Schools Action Plan - Goal One Strategy Three

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide excellence in programs.

Strategy: Offer educational opportunities that provide a broad range of experiences.

Action Focus: Increase College and Career Readiness course Participation and Performance

Related Measure: AP Exams

Completion of at least one AP, dual enrollment, CTE and/or online course by 90% of graduating seniors

ACTION STEPS

IMPLEMENTATION PLAN

Timeline

Person(s)
Responsible

Required
Resources

Project Costs(s) &
Funding Sources

Evaluation Strategy

Performance
Results / Outcomes

Action Step

Develop a plan for high school guidance to evaluate current course opportunities and develop options for students to enroll in elective courses online to allow for enrollment in AP and Honors courses.

2013-2015

ADOS-Instr, GHS
Admin and Guidance

Online courses utilized for required elective credits

1-3 online courses
\$27,000

Enrollment in AP and
Honors courses

Increase in
enrollment numbers
for AP and Honors
courses

Action Step

All core subject area teachers at GHS and GMS (7th and 8th grade) will attend AP training (single day and week-long) on a rotational schedule

On-going

PD Coord

\$200 per person for single day and \$2500 per person (includes stipend) for week-long

PD Funds
\$8,000

Monitoring of AP exam
performance
Tracking teachers at each
grade level who have had
AP training and which
subjects

Increase in number of
students scoring 3 or
higher on AP Exams

Action Step

Increase enrollment in current AP Offerings.

2013-2015

ADOS-Instr, GHS
Admin

Increased offerings may result in the possibility of increased need for teachers.

Local Funds
\$54,000 per teacher

Increased AP offerings

Additional AP
offerings; more
students enrolled in
AP courses

Action Focus: Gifted

Related Measure: Inventory of Offerings - Baseline to be established

Participation - Baseline to be established

ACTION STEPS

IMPLEMENTATION PLAN

Timeline

Person(s)
Responsible

Required
Resources

Project Costs(s) &
Funding Sources

Evaluation Strategy

Performance
Results / Outcomes

Action Step

Investigate First Lego League and form team for competition

2013-2015

ADOS-Instr, CSSO

Transportation and supplies

Local Special Education
Funds - \$4000

Participation at each school

Increased
opportunities for
Gifted and High
Achieving Students

Action Step	Reinstate the TAG coordinator position as well adding student TAG leaders	2013-2015	ADOS-Instr, CSSO	Funding for position	\$10,000 Special Education	Enrichment opportunities for students	Increased opportunities for Gifted and High Achieving Students

Greeneville City Schools Action Plan - Goal Two Strategy One

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide World-Class Educators

Strategy: Recruit diverse and highly qualified world-class educators

Action Focus:	Recruitment					
Related Measure:	100% of hard to fill positions filled with highly qualified staff					
	Attain 5% employment rate for minority educators (currently 24/551)					
	Maintain 15% employment rate for male elementary teachers (currently 20/109)					

ACTION STEPS

IMPLEMENTATION PLAN

		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Develop a recruiting video to post to GCS-TV	2014-2015	CHRO	Student Techs	\$325	Analyze application question for best avenues	Increased number of new applicants
Action Step	Expand presence at university and college career fairs	2014-2015	CHRO	Cost of travel	\$2,500	Track number of applications procured	Increased number of minority and male teacher hires
Action Step	Grow our own minority and male teacher candidates via the middle school and high school guidance departments.	2014-2015	CHRO, Guidance Counselors	Pamphlets	\$500	Track number of GHS male and minority seniors who enroll in a university teacher preparation program	Increased number of minority and male teacher hires
Action Step	Implement MUNIS applicant tracking module	2014-2015	CHRO	Software & Training	\$5,000	Having full implementation by January 2015	Up-to-date applicant pool, streamlined hiring process

Greeneville City Schools Action Plan - Goal Two Strategy Two

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide work-class educators

Strategy: Develop world class educators through capacity-building professional development

Action Focus: Differentiated professional learning opportunities

Related Measure: Percentage of employees engaged in professional learning - target of 100% participation

ACTION STEPS

IMPLEMENTATION PLAN

	Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Annually	CHRO	Professional Development Funds as Needed	\$1,500 for materials	Post-training required tests	Percentage of employees that pass post-test
Action Step	Quarterly	ADOS-Instr, PD Coord, Principals, Department Heads	PD days work plans, departmental training records, Tiger Evaluation identified needs	\$95,000	Records of learning opportunities	Plans for 100% of employees
Action Step	Quarterly	PD Coord, Principals, Department Heads	PD days work plans, departmental training records	None	Records of learning opportunities	100% of employees engaged in learning opportunities
Action Step	Quarterly	PD Coord	PD days work plans, departmental training records	None	Records of learning opportunities	100% employees engaged in learning opportunities
Action Focus:	Employee feedback on professional development					
Related Measure:	Annual employee satisfaction survey - goal to be set based on 3 year trend					
	Event satisfaction surveys - goal to be set based on 3 year trend					
	Comparison of annual/event with a target of 90% satisfaction rate					

ACTION STEPS

IMPLEMENTATION PLAN

	Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes

Action Step	Analyze annual survey results related to professional development and instructional support	Annually	ADOS-Instr, PD Coord	Survey Results	None	Analysis report	Feedback which informs future PD decision making
Action Step	Administer satisfaction survey following district professional learning days and adjust planning as appropriate	After each event	PD Coord	Zoomerang	None	Analysis report	Feedback which informs future PD decision making

Greenville City Schools Action Plan - Goal Two Strategy Three

YEAR: 2014-2015

DRAFT DATE:

11/2/2014

Board Goal: Provide world-class educators

Strategy: Retain world-class educators

Action Focus:	Employee satisfaction-present employees					
Related Measure:	Employee satisfaction survey with a target of 90% satisfaction rate					
	Improvement of employee satisfaction level with all items relating to communication on survey with a target of 90% satisfaction					
	Appreciation of employees with a target of 90% satisfaction indicated on survey					
	Development of opportunities for professional leadership growth					

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Develop leadership opportunities for current employees through state mandated differentiated pay plan	2013-2015	DOS, ADOS-Instr, CHRO	Various materials	\$5,000	Completion of program	Prepared future leaders
Action Step	Increase leadership development training for employees throughout the district (Covey, Leader in Me, McCrel)	2013-2015	DOS, ADOS-Instr, CHRO	Various materials	\$75,000	Completion of program	Prepared future leaders
Action Focus:	Employee satisfaction survey-exiting employees						
Related Measure:	Employee satisfaction survey-exiting employees						

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Analyze yearly survey results.	Annually	CHRO	None	None	Completion of analysis, information dissemination	Identification of areas for improvement

Greenville City Schools Action Plan - Goal Three Strategy One

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide a state-of-the-art learning environment.

Strategy: Provide well-maintained facilities.

Action Focus:	Customer Satisfaction Rates & Business Practice Improvements					
Related Measure:	Custodial Services – 95% satisfaction rate					
	Maintenance Services – 95% satisfaction rate					
	Transportation Services – 95% satisfaction rate					
	IT Services - 95% satisfaction rate					
	School Nutrition Services- 95% satisfaction rate					
	School Health Services - 95% satisfaction rate					

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Expand survey to include Maintenance, Custodial, Transportation, School Health, School Nutrition, and IT	2014-2015	ADOS-Admin	Survey Monkey	None	Revision of surveys	Surveys ready for administration
Action Step	Administer survey	Twice yearly	ADOS-Admin	Survey Monkey	None – Already have subscription	Analysis of Survey Results	95% or higher Satisfaction Rate
Action Step	Supplier chain and process improvements	2014-2015	Operations Supervisor, ADOS-Admin	None	Cost savings would be goal	Cost analysis	Overall cost savings (materials and labor)
Action Step	Warehousing and inventory management improvements	2014-2015	Operations Supervisor, ADOS-Admin	Racks, storage units, technology	\$25,000	Process evaluation and cost savings analysis	5S improvements & cost savings
Action Focus:	Capital Project Plan Including Transportation						
Related Measure:	Facility and grounds assessment w/long-range plans along including comprehensive assessment of transportation fleet/replacement cycle						

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Prepare capital project plan (by location) along with priorities and recommendations for Board of Education	Annually in spring	Operations Supervisor, ADOS-Admin	Historical documents, vehicle replacement schedule, etc.	Capital Projects Budget	Assessment of completed projects and schedule variance on annual basis	Development of comprehensive plan with long-range goals and strategies
Action Focus:	Evaluation of all facilities and development of comprehensive project list						
Related Measure:	Facility Condition						

Program space and utilization							
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Create facility checklist.	2014-2015	Operations Supervisor	None	None	Creation of final checklist	Checklist ready for administration
Action Step	Evaluate facilities using checklist	Annually	Operations Supervisor	None	None	Completion of facility checklist	Facility and Capital plan updated
Action Plan	Validate/revise system long-range facility plan	2014-2015	ADOS-Admin, Operations Supervisor	Capital Funds within budget or Fund Balance	None	Leadership Team feedback/evaluation	Well-maintained facilities & grounds
Action Step	Select most favorable site for possible new school	2014-2015	DOS, Board of Education	Architectural firm and/or other consultants	Unknown	Evaluate potential properties	Property selected
Action Step	Work with town to develop financing plan for possible new school site acquisition	2014-2015	DOS, Board of Education, Board of Mayor and Aldermen	Funds for purchase of property	Unknown	Consideration of all financing options	Financing plan developed
Action Step	Conduct comprehensive study to evaluate enrollment data and trends including programming, space, and utilization of all resources	2014-2015	C-Team & BOE	Attendance data/facility studies data	\$10,000	Financial feasibility	Complete programming/space study of all GCS resources
Action Focus:	Utilize feedback from inspections and audits to continuously improvement practice, process, and policy						
Related Measure:	Elevator Inspection						
	State Fire Marshall Inspection						
	TML Facility Audit						
	State Health Inspection						
	State Boiler Inspection						
	SDOE (Pre-K Playground) Inspection						
	Fire Sprinkler System Inspection						
	Backflow Inspection						
	Asbestos AHERA Inspection						
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes

Action Step	Utilize facility and capital plans to ensure state standards are met	Annually	ADOS & Operations Supervisor	Continued funding for regular maintenance.	Dollar amount Varies from year to year, funded from maintenance budget	Conducted Inspections by State Authorized Inspectors	Passing scores for all inspections
Action Step	Create database to track inspections and audits to monitor historical trends and progress	Ongoing	ADOS & Operations Supervisor	None	None	Track trends and monitor progress	Trend Analysis

Greenville City Schools Action Plan - Goal Three Strategy Two

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide state-of-the-art learning environment.

Strategy: Provide a safe teaching and learning environment.

Action Focus:	Emergency Management and Safety Plans
Related Measure:	Up-to-date emergency management plan - annually updated emergency management plan
	Personnel trained - leadership group at each facility trained in National Incident Management System (NIMS)
	Percentage of schools classified as safe schools - 100% schools classified as "Safe Schools" as defined by the Tennessee Department of Education

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Complete and annually revise system and school emergency plans and have faculty and staff trained on emergency plan.	Annually	CSH Supervisor	Minimal Resources	None	Documentation that emergency management plans have been completed and reviewed/revised annually	Up-to-date emergency management plans
Action Step	Establish a schedule for drills. *Table-top by faculty *Effective fire, lock down, tornado and shelter in place	Annually	CSH Supervisor, Principals	Minimal Resources	None	Drill logs	Drills completed for NIMS compliance
Action Step	Train/inform parents on emergency management plans once training for faculty and staff is complete	Annually	CSH Supervisor, Principals	Printing and copying costs	Local Funds - \$450	Documentation of information distributed	Information on emergency plans distributed to parents annually
Action Step	Develop/update and implement reunification plans and off-site evacuation plans.	Annually	CSH Supervisor, Healthy School Teams	Minimal Resources needed	NA	Meeting attendance logs and minutes	Established reunification plans
Action Step	Develop annual schedule for training employees with online safety training *Existing employees *New employees (beginning of the year and throughout the year)	Annually	CHRO, CSH Supervisor	Continued funding for online training service	\$3,500 currently paid through nursing budget	Documentation of employee completion of all required training	100% of employees trained in all required areas
Action Plan	Invest in MSDS automated management tool	Ongoing	CSH Supervisor, Operations Supervisor, ADOS-Admin	Software, Training	GP Funds	Implementation of management tool	Full Implementation of management tool
Action Step	Healthy school teams meet quarterly to set and monitor health and safety goals for each facility.	Annually	CSH Supervisor, Healthy School Teams	Minimal funding needed	NA	Meeting attendance logs and minutes	School Health Index goals set and monitored

Action Step	Use School Health Index findings to set goals in school improvement plans; forward findings to CHRO for inclusion in TCSPP	Annually	CHRO, CSH Supervisor, Principals	Minimal resources needed	NA	Documentation of SHI findings for each school	Inclusion of SHI goals in SIP's and TCSPP
-------------	--	----------	----------------------------------	--------------------------	----	---	---

Greenville City Schools Action Plan - Goal Three Strategy Three

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Provide state-of-the-art learning environment

Strategy: Provide appropriate access to current technologies for system operations and instructional pr

Action Focus:	Student computing plan						
Related Measure:	Bring Your Own Device (BYOD) Program Deployment - all schools (students & employees)						
	Student computing devices / Reach4IT						

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Deploy new Dell KACE system imaging suite for more streamlined process when deploying student devices	2014-2015	Tech Team	Dell KACE/Training	\$50k	IT deployment process improvements	Full deployment of plan
Action Step	Deploy additional 300 systems during 2014-2015 year	2014-2015	Central IT Team	None	None	Analysis of final plan	Full deployment of plan
Action Step	Continue to evaluate various devices including tablets and e-readers to ensure wide exposure to multiple devices	2014-2015	Tech Team	None	None	On-going inclusion of teachers, students, and other stakeholders.	Full deployment of plan
Action Step	Expand and enhance the utilization of Office365 (specifically SharePoint Portal) for collaboration among students and educators throughout the district	2014-2015	Tech Team	Time and training	None	Usage of Office365 tools (survey)	Increased utilization
Action Focus:	Develop and deploy infrastructure upgrades and replacements						
Related Measure:	Emphasis and utilize wide variety of multi-media applications including video and audio solutions						
	Redundant power solution - install natural gas solution for George Clem/data center.						
	School news program solutions						

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Select, procure and deploy "best in class" scalable redundant power solutions for data center.	2014-2015	Central IT Team	None	\$30,000 - IT Budget	Work with vendors and other IT professionals to identify best in class solutions. Purchase/install.	Ready to purchase when funds are approved.
Action Step	Expand use of Discovery Education, GCS media server and GCS-TV solutions to create, store, and utilize multi-media rich content for student and educators	2014-2015	Central IT Team	Apply for E-Rate funding as Priority 1	\$10,000	Monitor usage; surveys follow professional development	Increased utilization by all stakeholders

Action Step	Evaluate "best in class" market solutions (hardware and software) to replace aging/failing school news program tools. Select and procure resources needed; conduct training; integrate school news programs with GCS-TV project.	2014-2015	Central IT Team	Hardware and Software	\$20,000 Capital	Work with vendors and other IT professionals to identify best in class solutions. Purchase/install.	Successful deployment of new hardware and software upgrades/data migration.
Action Step	Select, procure and deploy "best in class" firewall solution fo district	2014-2015	Central IT Team	Firewall Software	\$25,000	Work with vendors and other IT professionals to identify best in class solutions. Purchase/install.	Successful deployment of new hardware and software
Action Focus:	Business Application automation and enhancements						
Related Measure:	New/improved automation projects						
	* Printer server to manage Ricoh intelligent devices / offload desktop printing / reduce costs - deploy at all locations.						
	* IT work order and inventory management system						
	* Planning, procurement, and deployment of HR workflow project						
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	With new intelligent Ricoh print/scan/fax systems now in place at each school, we will utilize a print server and begin to offload costly desktop printing in an effort to improve efficiency and save money. Need to secure sole print driver solution and effective management tools in order to fully deploy.	2014-2015	Central IT Team	None	None	Work with Tech Leaders to constantly evaluate impact and continue efforts to push more jobs to centralized machines.	Deployment of print server and reduction in costly desktop printing.
Action Step	Deploy new Dell KACE system work order and inventory modules. Train all GCS employees to utilize for help desk experience and asset control.	2014-2015	Tech Team	\$50,000	IT/E-Rate funds	IT inventory accuracy & work order efficiency	Standardized inventory management with 95% accuracy during cycle counts
Action Step	Work with HR and Finance teams to upgrade DocStar to Eclipse and finalize four automated workflows by year-end.	2014-2015	IT, Finance, HR Teams	\$10,000	\$10,000	Analysis of final automation process and evaluation by all parties.	Integrated systems, improved efficiency.

Greeneville City Schools Action Plan - Goal Four Strategy One

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Demonstrate fiscal stability, responsibility, and accountability.

Strategy: Focus expenditures on instruction.

Action Focus: Instructional expenditures

Related Measure: Percentage of budget for instructional expenditures - Maintenance of instructional expenditures at 75%

ACTION STEPS

IMPLEMENTATION PLAN

		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Prioritize budget requests to maintain at least 75% of general purpose budget for instructional categories.	Annually	CFO, Leadership Team	None	None	Local budget worksheets, annual financial report, and state budget document	75% or greater of total budget committed to instruction
Action Step	Develop budget based on salary and benefits projections and budget requests from Leadership Team.	Annually	CFO, Leadership Team	None	None	Local budget worksheets, annual financial report, and state budget document	75% or greater of total budget committed to instruction
Action Step	Analyze actual vs. budgeted instructional expenditures	Annually	CFO	None	None	Local budget worksheets, annual financial report, and state budget document	75% or greater of total budget committed to instruction

Greenville City Schools Action Plan - Goal Four Strategy Two

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Demonstrate fiscal stability, responsibility, and accountability.

Strategy: Exercise sound fiscal practices.

Action Focus:	System fiscal processes and practices						
Related Measure:	Audit results - unqualified opinion on 100% of audits						
	- correction of 100% of findings from previous year's audit						
	- have zero repeated findings from previous year's audit						

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Incorporate directives and suggestions from auditors into daily accounting protocol.	Annually	CFO	None	None	Annual audit report and related findings, plan for incorporation and implementation	Unqualified opinion, correction of findings, and have zero repeated findings
Action Step	Review, revise and emphasize sound purchasing procedures.	Daily	CFO	None	None	Annually review GCS Board Policy 2.808 and ensure that system employees follow the proper procedures.	Unqualified opinion, correction of findings, and have zero repeated findings
Action Focus:	Budget Accuracy						
Related Measure:	Monitored and amended budgets based on actual revenues						

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Monitor budget accuracy relative to actual revenue and expenditures.	Monthly	CFO, C-Team	None	None	Monthly financial report, annual financial report	Year-end financials in line with amended budgets
Action Step	Recommend amendments to the Board as necessary.	As needed	CFO	None	None	Monthly financial reports	Operation within amended budget based on year-end financials
Action Focus:	Accurate and efficient reporting						
Related Measure:	Financial reports 100% successfully generated						

ACTION STEPS		IMPLEMENTATION PLAN					
--------------	--	---------------------	--	--	--	--	--

		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Upgrade MUNIS accounting software from version 9.4 to version 10.5 and implement training district-wide	2014-2015	CFO, Finance Dept, IT Team	None	None	Completion of training	Successful upgrade
Action Step	Develop and strengthen cross-training plan for Finance personnel in use of MUNIS and Time Clock Plus	2014-2015	CFO, Finance Dept	None	None	Completion of cross training	Successful cross training within the department
Action Step	Train Finance personnel in use of Salary and Benefit Projection Module of MUNIS.	2014-2015	CFO, Finance Dept	None	None	Completion of training	Successful use of module in future budget development
Action Step	Train Finance personnel in use of Applicant Tracking Module in MUNIS.	2014-2015	Leadership Team, Department Heads and HR & Finance Teams	None	None	Completion of training	Successful use of module in hiring process
Action Focus:	Expansion of Docstar program to add employee reimbursement forms as workflow process.						
Related Measure:	Successful implementation of Docstar Accounting Reimbursement Form Workflow						
ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Develop Docstar workflow process for accounting reimbursement forms to be used system-wide	2014-2015	ADOS - Operations, CFO, IT Teams, Finance Teams	\$5,000	General Purpose Funds	Creation of Docstar Workflow process	Utilization by employees of forms thru workflow

Greenville City Schools Action Plan - Goal Four Strategy Three

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Demonstrate fiscal stability, responsibility, and accountability.

Strategy: Enhance salary and benefits for employees.

Action Focus:	Salary and Benefits					
Related Measure:	Salary and Benefits Offerings					
	- Salaries - Competitive Salaries within top four of the First Tennessee Field Service Area					
	- Benefits - Establishment of competitive benefits baseline with comparable systems of the First Tennessee Field Service Area					
	- Third Party Benefits Providers					

ACTION STEPS

IMPLEMENTATION PLAN

		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Review salary schedules of First Tennessee Field Service Area school systems.	Annually	CFO	None	None	Competitive salaries within top four of the First Tennessee Field Service Area	Competitive salaries in region
Action Step	Conduct benefit survey of First Tennessee Field Service Area school systems to: 1. establish baseline 2. analyze relative position 3. Develop spreadsheet with questions.	Every three years - next cycle 2013-2014	CFO	None	None	Completion of survey and analysis of relative position of GCS	Comparable benefits to those of the First Tennessee Field Service Area
Action Step	Develop, implement, and analyze survey of employee satisfaction with benefits.	Annually	CFO	None	None	Administration of survey with analysis of results	Employee input on quality of providers
Action Step	Select quality providers for benefits.	Annually	CFO CHRO	None	None	Minimum industry rating of A or better, employee satisfaction with benefits	Competitive rates, employee participation, insurance company ratings
Action Step	Expanding employee insurance options by adding supplemental GAP insurance as well as continuing to evaluate the changing insurance environment	Annually	CFO, CHRO	None	None	Comparison of benefit plans	Competitive rates, employee participation, insurance company ratings

Action Step	Implement new TCRS Hybrid Retirement Plan and research 401K option for all employees	2014-2015	CFO, CHRO	None	None	Satisfactory state reporting in compliance with rules and regulations	Employee participation in TCRS 401K plan.
-------------	--	-----------	-----------	------	------	---	---

Greenville City Schools Action Plan - Goal Five Strategy One

YEAR: 2014-2015

DRAFT DATE: 11/2/2014

Board Goal: Cultivate family and community engagement

Strategy: Expand avenues of two-way communication

Action Focus: Communication

Related Measure: Audit of communication avenues for number and type - Identify gaps in two-way communication in order to develop means to address

ACTION STEPS

IMPLEMENTATION PLAN

	Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Use event sign-in sheets to analyze participation and needs of subgroups	On-going	Fed Proj Director, Principals	None	None	Results will be analyzed to determine which subgroups are being reached Analysis used for future planning
Action Step	Maintain the FACE tab on the district website as a communication tool	On-going	ADOS-Admin, Fed Proj Dir	None	None	Tab on website/Number of hits on tab Information easily accessible to parents as measured by number of hits on FACE tab of system website
Action Step	Utilize avenues of two way communication using social media such as Facebook, Twitter, text messaging, etc.	2014-2015	All levels of system staff	None	None	Plan developed following investigation New avenues of two way communication will be established
Action Step	Survey parents on the 6 PTA Standards	2014-2015	Fed Proj Director	None	None	A survey will be sent out electronically Results of the satisfaction survey will be shared with principals and school staff
Action Step	Institute a Title I Parents Advisory Committee	2014-2015	FedProj Director, Principals	None	None	Parent representatives from each of the Title I schools will be asked to participate in quarterly meetings. These meetings will serve as a two way communication mechanism to obtain input from the Title I schools stakeholders.