

Greenville City Schools Action Plan - Goal One Strategy One

YEAR: 2015-2016

DRAFT DATE: 11/1/2015

Board Goal: Provide excellence in programs.

Strategy: Provide rigorous curriculum aligned with performance standards.

Action Focus: World Class Curriculum/Rigor

Related Measure: AYP Data

Improve all state assessment percentile rankings in terms of the number of student scoring proficient/advanced relative to other districts in the state.

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 - 70% of students reading at grade level in third grade (as measured by Star)

Increase percent of students scoring at or above 21 on ACT

ACTION STEPS

IMPLEMENTATION PLAN

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	Increase industry certification opportunities	2015-2016	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	100% 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 number of students attending college.
Action Step	Explore increasing dual enrollment opportunities with Walters State Community College	2015-2016	ADOS-Instr, GHS Admin	None	TN Lottery Scholarship	Plan for increasing dual enrollment 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.	2015-2016	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. Increased WIDA proficiency levels.	2015-2016	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	2015-2016	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.	2015-2016	Leadership Team	None	\$10,000 from regular instruction funds	Student TCAP Data	Percent Proficient on TCAP

Action Step	Increase blended learning models to include ongoing best practices in the area of instructional technology tools and strategies including Canvas and Office 365. Create repository of digital curriculum and resources.	2015-2016	ADOS-Instr	PD & Technology Funds	\$50,000	Plan for implementation	Increased daily blended learning opportunities for students.
Action Step	Add 120 day contract Instructional Technology Specialist Position to assist classroom teachers in the transformation to blended learning.	2015-2017	ADOS-Instr, ADOS-Admin	Salary of Instructional Technology specialist	\$25,000	Annual teacher and principal surveys	Increased daily blended learning opportunities for students
Action Step	Develop plan to include Algebra I in middle school course offerings	2015-2016	ADOS-Instr, GHS Principal, GMS Principal	Professional Development	\$5,000	Timeline and plan for implementation	Increased opportunities for rigorous coursework.
Action Step	Explore adding rigor to middle school courses through Spring board Curriculum from College Board.	2015-2016	ADOS-Instr, GMS Principal	Professional development and materials	\$25,000	Timeline and plan for implementation	Increased opportunities for rigorous coursework and increased ACT district composite scores.

Greenville City Schools Action Plan - Goal One Strategy Two

YEAR: 2015-2016

DRAFT DATE: 11/1/2015

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

Increase percent of student scoring at or above 21 on ACT

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	\$5,000 from Testing and Evaluation	Comparison of % of students at college ready benchmark in each subject and comparison in % of students scoring above 21.	Increased number of students meeting college ready benchmark in all subject areas on ACT - Reduction of achievement gap among subgroups of students
Action Step	Develop a revised implementation plan for current 9th grade summer bridge program at GHS.	2015-2016	ADOS-Instr, GHS Admin, GHS Admin	Cost of summer bridge program.	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)	2015-2016	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	2015-2016	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 Step	Develop comprehensive plan for ACT student tutoring program and student ACT retake funding opportunities	2015-2017	ADOS-Instr, GHS Principal	Analyze Ed materias, funding for student tutor stipends, funding for ACT registration fees	\$10,000	Timelilne and plan for implementation	Increase in individual student ACT scores and increase in district composite ACT score.

Action Focus: Improved Instruction/Expectations

Related Measure: AYP Data

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 - 70% of students reading at grade level in third grade (as measured by Star)

Improve all state assessment percentile rankings in terms of the number of student scoring proficient/advanced relative to other districts in the state.

Increase percent of student scoring at or above 21 on ACT

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Improve all state assessment percentile rankings in terms of the number of students scoring proficient/advanced relative to other districts in the state.	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	Maintain or improve percentile rank in terms of the number of students scoring proficient/advanced for the four gap subgroups.	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.	2015-2016	Suzanne Bryant, Principals, Instr Specialists	None	None	Tiger evaluation model	Increase in percentage of students proficient or advanced on TCAP for all tested subjects

Action Focus: Technology

Related Measure: AYP Data

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Improve all state assessment percentile rankings in terms of the number of student scoring proficient/advanced relative to other districts in the state.

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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	Refine standardized keyboarding and cursive writing program for all elementary schools	2013-2015	ADOS-Instr, ADOS-Admin, Elem Tech Leaders	Software and substitute teacher costs	\$10,000 from General Purpose Funds	Evaluation of implementation plan	Full implementation at all elementary schools

Action Focus: Reading
 Related Measure: AYP Data

Graduation Rate - Greater than 95% graduation rate

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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	2015-2016	ADOS-Instr, Elem Instructional Specialists	Reading Consultant	\$12,000 from PD funds	3rd Grade Reading Scores and other benchmark assessments	70% of students reading on grade level 3rd grade and beyond as assessed by Star Reading
Action Step	Annually train new teachers in reading strategies	2015-2016	ADOS-Instr, PD Coord	Funds for substitute teachers	PD funds	Plan for teacher training	70% of students reading on grade level 3rd grade and beyond as assessed by Star Reading
Action Step	Develop comprehensive plan to sustain and enhance Book Bus program	2015-2017	ADOS-Instr, Federal Projects Director	Funds to sustain book purchases and funds to add technology and Wi-Fi to bus.	\$20,000	Timeline and plan for implementation	Increase in percentage of students reading on grade level and prevention of summer reading slide.

Action Focus: Instructional Support

Related Measure: AYP Data

Graduation Rate - Greater than 95% graduation rate

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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	2015-2016	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.	2015-2016	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 coach model.	2015-2016	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 Focus: Collaborative Learning Teams

Related Measure: AYP Data

Graduation Rate - Greater than 95% graduation rate

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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	2015-2016	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: 2015-2016

DRAFT DATE: 11/1/2015

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 (Future Ready)

Related Measure: AP Exams

Completion of at least one AP, dual enrollment, CTE (Completer, Industry Certification) and/or online course by 100% of graduating seniors

ACTION STEPS

IMPLEMENTATION PLAN

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Refine 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.	2015-2016	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	\$8,000 from PD Funds	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 and add requirement that students enrolled in courses will participate in the AP exam for those courses.	2015-2016	ADOS-Instr, GHS Admin	Increase in funding for AP exam reimbursement.	Testing and Evaluation Funds: \$10,000	Increase in number of students enrolled in AP courses and increase in number of students taking AP exams.	Additional AP offerings; more students enrolled in AP courses
Action Step	Develop a plan to implement work ethic diploma standards.	2015-2017	ADOS-Instr, GHS Principal, CTE Director	Community support, advertising fees	None	Timeline and plan for implementation	Students graduating with work ethic diploma

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	Sustain First Lego League and form team for competition	2015-2016	ADOS-Instr, CSSO	Transportation and supplies	Local Special Education Funds - \$4000	Participation at each school	Increased opportunities for Gifted and High Achieving Students

Greenville City Schools Action Plan - Goal Two Strategy One

YEAR: 2015-2016

DRAFT DATE: 11/1/2015

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 (Current - Teachers 5/210 (2.4%) - All Employees 18/535 (3.4%))

Maintain 15% employment rate for male elementary teachers (currently 20/138 (14.5%))

ACTION STEPS

IMPLEMENTATION PLAN

		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Expand presence at university and college career fairs	2015-2016	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.	2015-2016	CHRO, Guidance Counselors	Pamphlets, Recruiting Video	\$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	Fine tune applicant tracking module making applicant search more granular	2015-2016	CHRO	Munis Software	none	Feedback from Hiring Managers	Streamlined hiring process
Action Step	Implement tenure tracking system	2015-2016	CHRO	none	none	Ability to track possible candidates	Ensure candidates are accurately tracked

Greenville City Schools Action Plan - Goal Two Strategy Two

YEAR: 2015-2016

DRAFT DATE: 11/1/2015

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

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Maintain Human Resource training sessions for FERPA, Sexual Harassment, HIPPA, and other regulations	Annually	CHRO	Professional Development Funds as Needed	\$1,500 for materials	Post-training required tests	Percentage of employees that pass post-test
Action Step	Plan with principals and program leaders to provide professional learning for all employees based on needs identified by analysis of the TIGER Evaluation Model, TSIP, and TCSP	Quarterly	ADOS-Instr, Teaching/Learning Coordinator, 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	Facilitate learning opportunities for all GCS employees -Source and schedule appropriate opportunities - organize opportunities - communicate opportunities	Quarterly	Teaching/Learning Coordinator, Principals, Department Heads	PD days work plans, departmental training records	None	Records of learning opportunities	100% of employees engaged in learning opportunities
Action Step	Fully utilize online professional development management tools; facilitate individualized learning plans for all employees while maintaining accessible historical data	Quarterly	Teaching/Learning Coordinator	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, Teaching/Learning Coordinator	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	Teaching/Learning Coordinator	Zoomerang	None	Analysis report	Feedback which informs future PD decision making

Greenville City Schools Action Plan - Goal Two Strategy Three

YEAR: 2015-2016

DRAFT DATE: 11/1/2015

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

Employee Appreciation Feedback with a target of 90% satisfaction indicated on survey

Development of opportunities for professional leadership growth

ACTION STEPS

IMPLEMENTATION PLAN

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	2013-2016	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, Leadership Academy)	2013-2016	DOS, ADOS-Instr, CHRO	Various materials	\$75,000	Completion of program	Prepared future leaders
Action Step	Develop a plan for a District Leadership Academy	2015-2017	ADOS Instr, Teaching and Learning Coordinator	Funding for curriculum	\$5,000	Timeline and plan for implementation	Increase pool of highly trained future school 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: 2015-2016

DRAFT DATE: 11/1/2015

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

Strategy: Provide well-maintained facilities.

Action Focus: Customer Satisfaction Rates & Business Practice Improvements	2014-2015 Results
Related Measure: Custodial Services – 97% satisfaction rate	99.3%
Maintenance Services – 97% satisfaction rate	98.6%
Transportation Services –97% satisfaction rate	99.3%
IT Services - 97% satisfaction rate	99.3%
School Nutrition Services- 97% satisfaction rate	96.6%
School Health Services –97% satisfaction rate	94.6%

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
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	2015-2016	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, Incorporate Lean Principles	2015-2016	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.	2015-2016	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	2015-2016	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	2015-2016	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	2015-2016	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	2015-2016	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: 2015-2016

DRAFT DATE: 11/1/2015

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, Oper 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 TCSP	Annually	CHRO, CSH Supervisor, Principals	Minimal resources needed	NA	Documentation of SHI findings for each school	Inclusion of SHI goals in SIP's and TCSP

Greenville City Schools Action Plan - Goal Three Strategy Three

YEAR: 2015-2016

DRAFT DATE: 11/1/2015

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

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

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

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Continue to evaluate various devices including tablets and e-readers to ensure wide exposure to multiple devices	2015-2016	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	2015-2016	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.	2015-2016	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	2015-2016	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.	2015-2016	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 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.	2015-2016	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.	2015-2016	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.	2015-2016	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: 2015-2016

DRAFT DATE: 11/1/2015

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

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: 2015-2016

DRAFT DATE: 11/1/2015

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

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.	Quarterly	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	Develop and strengthen cross-training plan for Finance personnel in use of MUNIS and Time Clock Plus	2015-2017	CFO, Finance Dept	None	None	Completion of cross training	Successful cross training within the department
Action Step	Ensure district is in compliance with all regulations in the Affordable Care Act	2015-2016	CFO, CHRO	None	None	Completion of employee tracking & reporting. Ongoing monitoring of ACA Compliance	Successful IRS & DOL Audits
Action Step	Implement IRS Reporting Application for 1095-C Employee Forms	2015-2016	CFO, CHRO	None	None	Completion of 1095-C Forms for all eligible employees	Accurate & complete IRS & employee reports
Action Step	Implement Employee Time Tracking Application for ACA Compliance Purposes	2015-2016	CFO, CHRO	None	None	Successful implementation & use of Tracking Application	Accurate Data for IRS reporting purposes

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 Eclipse workflow process for accounting reimbursement forms to be used system-wide	2015-2016	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: 2015-2016

DRAFT DATE: 11/1/2015

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

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 3 years - next cycle 2016-2017	CFO	None	None	Completion of survey and analysis of relative position of GCS	Comparable benefits to the First TN 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 C.D.H.P./H.S.A. 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

Greeneville City Schools Action Plan - Goal Five Strategy One

YEAR: 2015-2016

DRAFT DATE: 11/1/2015

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

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
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.	2015-2016	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	2015-2016	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	2015-2016	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.
Action Step	Modified Existing Position of Family Resource Center Director to include duties of Student Behavior Support	2015-2016	FedProj Director, CSSO	None	Salary for position: 90% Title I and 10% Special Education	Continued duties of all requirements for Family Resource Center to be completed along with providing direct support for students in the schools.	All state reporting completed & improved outcomes for student behavior within the schools