

# Greenville City Schools Action Plan - Goal One Strategy One

YEAR: 2016-2017

Finalized: 10/22/2016

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 - 100% of students reading at grade level in third grade by 2020 (as measured by Star)

Increase percent of students scoring at or above 25 on ACT to 35%

Increase percent of students scoring at or above 21 on ACT to 65%

## 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 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 ACT scores and increased percentage of students making ACT benchmarks for college success
Action Step	Increase industry certification opportunities and implement Work Ethic Diploma	2016-2017	ADOS-Instr, GTC Admin	Advertising Costs	Costs still to be determined - funding source-Leap Grant	Plan for informing students and guidance counselors of options for career pathways	Number of students earning certification and Work Ethic Diploma
Action Step	100% of High School Seniors will enroll in the TN Promise Program	2016-2017	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 participation with Walters State Community College	2016-2017	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.	2016-2017	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 2016-2017	Improvement in TCAP and TVASS performance
Action Step	Support and monitor new ELL instructional plan based on the RTI2 model. Increased WIDA proficiency levels.	2016-2017	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	2016-2017	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.	2016-2017	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.	2016-2017	ADOS-Instr	PD & Technology Funds	\$50,000	Plan for implementation	Increased daily blended learning opportunities for students.
Action Step	Develop plan to include Algebra I in middle school course offerings	2016-2017	ADOS-Instr, GHS Principal, GMS Principal	Professional Development	\$5,000	Timeline and plan for implementation	Increased opportunities for rigorous coursework.
Action Step	Increase college and career readiness for ALL students by providing rigorous learning opportunities.	2016-2018	ADOS-Instr, Teaching and Learning Coordinator	Professional Development and Title II funds	\$30,000	Timeline and plan for implementation	Demonstrate at least 1 year's growth for all students on grade level and at least 1.5 year's growth for students performing below grade level.

# Greenville City Schools Action Plan - Goal One Strategy Two

YEAR: 2016-2017

Finalized: 10/22/2016

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 25 on ACT to 35%

Increase percent of student scoring at or above 21 on ACT to 65%

Students will graduate with one of the following: meet all ACT benchmarks, earn Industry Certification, earn College Credit (via AP or Dual Enrollment, or CTE completer)

## 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.	2016-2017	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 STAR, TVAAS and ACT data to target students for appropriate placements	2016-2017	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 reading below grade level.	2016-2018	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	2016-2018	ADOS-Instr, GHS Principal	Analyze Ed materials, 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 -100% of students reading at grade level in third grade by 2020 (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 25 on ACT to 35%

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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	Improve all state assessment percentile rankings in terms of the number of students scoring proficient/advanced relative to other districts in the state.	2016-2018	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	Increase use of formative assessment, student self-assessment, and student conferencing at all grade levels.	2016-2017	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

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

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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	2016-2018	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	2016-2018	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	Use technology to impact the quality, content and structure of teaching and learning focused on results	2016-2018	ADOS-instr, ADOS-Admin, Tech Leaders, Instr Specialist	Software , Professional Development	\$60,000 from Instruction and IT Funds	TIGER Evaluation Model	Increased student engagement and differentiation

Action Focus: Reading

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

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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	2015-2017	ADOS-Instr, Elem Instructional Specialists	Reading Consultant	\$12,000 from PD funds	3rd Grade Reading Scores and other benchmark assessments	100% of students reading on grade level 3rd grade and beyond as assessed by Star Reading by 2020
Action Step	Annually train new teachers in reading strategies	2016-2020	ADOS-Instr, PD Coord	Funds for substitute teachers	PD funds	Plan for teacher training	100% of students reading on grade level 3rd grade and beyond as assessed by Star Reading by 2020
Action Step	Develop comprehensive plan to sustain and enhance Book Bus program	2015-2018	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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**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	2016-2018	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.	2016-2018	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, Teacher Leader Academy, Teacher IT Academy, STEM Leadership Team	2016-2018	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	2016-2020	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: 2016-2017

Finalized: 10/22/2016

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: Students will graduate with one of the following: meet all ACT benchmarks, earn Industry Certification, earn College Credit (via AP or Dual Enrollment, or CTE completer)

### 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.	2016-2018	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.	2015-2018	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.	2016-2020	ADOS-Instr, GHS Principal, CTE Director	Community support, advertising fees	Leap Grant	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 First Robotics and form team for competition	2016-2020	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: 2016-2017

Finalized: 10/22/2016

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 7/216 (3.24%) - All Employees 19/534 (3.6%))

Maintain 15% employment rate for male elementary teachers (Current 22/138 (15.9%))

## 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 represent GCS at university and college career fairs	2016-2017	CHRO	Cost of travel	\$2,500	Track number of applications procured	Increased number of minority and male teacher hires
Action Step	Continue to recruit minority and male teacher candidates	2016-2017	CHRO	Pamphlets, Recruiting Video	\$500	Monitor applicant tracking.	Increased number of minority and male teacher hires
Action Step	Monitoring of tenure eligible educators.	2016-2017	CHRO	none	none	Excel Workbook & TN Compass	Ensure candidates are accurately tracked
Action Step	Promote open positions through social media.	2016-2017	CHRO	none	none	Add social medial referral box to application	Increased applicant pool.

# Greeneville City Schools Action Plan - Goal Two Strategy Two

YEAR: 2016-2017

Finalized: 10/22/2016

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	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 Step	Development of a Teacher Leadership Community. Educators will learn and further develop their leadership skills in order to inspire and lead others	Annually	ADOS-Instr, Teaching/Learning Coordinator	Funding for Curriculum	\$5,000		Increased pool of highly trained future leaders

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: 2016-2017

Finalized: 10/22/2016

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

		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	2013-2017	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)	2013-2017	DOS, ADOS-Instr, CHRO	Various materials	\$75,000	Completion of program	Prepared future leaders
Action Step	Improvement of Non-Certified Employee Evaluation Model. Current paper forms to be moved to Munis through a 360 degree model.	2016-2017	CHRO	Munis	None	Completion Reports	Better and more timely employee feedback

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

## Greeneville City Schools Action Plan - Goal Three Strategy One

YEAR: 2016-2017

Finalized: 10/22/2016

**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	2016-2017 Results
Related Measure: Custodial Services – 97% satisfaction rate	99.3%	97.3%
Maintenance Services – 97% satisfaction rate	98.6%	99.3%
Transportation Services –97% satisfaction rate	99.3%	98.6%
IT Services - 97% satisfaction rate	99.3%	98.6%
School Nutrition Services- 97% satisfaction rate	96.6%	99.3%
School Health Services –97% satisfaction rate	94.6%	98.6%

ACTION STEPS		IMPLEMENTATION PLAN					
		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Administer survey - Add data points (School Plant Surveys)	Annually	ADOS-Admin	Survey Monkey	None – Already have subscription	Analysis of Survey Results	95% or higher Satisfaction Rate
Action Step	Supplier chain and process improvements	2016-2017	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	2016-2017	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.	2016-2017	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	2016-2017	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	2016-2017	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	2016-2017	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	2016-2017	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: 2016-2017

Finalized: 10/22/2016

**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 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

## Greeneville City Schools Action Plan - Goal Three Strategy Three

YEAR: 2016-2017

Finalized: 10/22/2016

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

		Timeline	Person(s) Responsible	Required Resources	Project Costs(s) & Funding Sources	Evaluation Strategy	Performance Results / Outcomes
Action Step	Evaluate HP Stream project including GCS Protection Plan effectiveness.	2016-2017	Tech Team	None	None	On-going inclusion of teachers, students, and other stakeholders.	Continuous improvement of program.
Action Step	Expand and enhance the utilization of Office365, Canvas & other instructional tools.	2016-2017	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.	2016-2017	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	2016-2017	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.	2016-2017	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**

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.	2016-2017	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	Evaluate best-in-class document management platforms and determine best solution for GCS	2016-2017	IT, Finance, HR Teams	None	None	Analysis of final automation process and evaluation by all parties.	Integrated systems, improved efficiency.

# Greenville City Schools Action Plan - Goal Four Strategy One

YEAR: 2016-2017

Finalized: 10/22/2016

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: 2016-2017

Finalized: 10/22/2016

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 Step	Hold audit exit meetings with auditors, principals, CFO & DOS in attendance	Annually	CFO, Principals, DOS	None	None	Annually schedule meeting with all parties involved	Meetings held with bookkeepers, principals & DOS. Audit findings are addressed each year.

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.	Semi-annually	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	Ongoing	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	Annually; ongoing	CFO, CHRO	None	None	Completion of employee tracking & reporting. Ongoing monitoring of ACA Compliance	Successful IRS & DOL Audits

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	Explore Eclipse workflow process for invoice payment approval at all levels	2016-2017	ADOS - Operations, CFO, IT Teams, Finance Teams	TBD	General Purpose Funds	Decision as to whether implementation could be cost effective and/or beneficial to the district	Potential utilization of approval process by Department Managers, CFO & Accts Payable Accountant

## Greenville City Schools Action Plan - Goal Four Strategy Three

YEAR: 2016-2017

Finalized: 10/22/2016

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	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 Partnership Non-Wellness Insurance Plan 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

# Greenville City Schools Action Plan - Goal Five Strategy One

YEAR: 2016-2017

Finalized: 10/22/2016

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	Utilize avenues of two way communication using social media such as Facebook, Twitter, text messaging, etc.	2016-2017	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	2016-2017	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	Continue the Title I Parents Advisory Committee	2016-2017	Fed Proj 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	Evaluate the success of the Position of Family Resource Center Director including duties of Student Behavior Support	2016-2017	Fed Proj 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