

Date: May 11, 2009

AREA: General Administration
AGENDA ITEM(S): Strategic Plan
CONTACT PERSON(S): Robert L. Logan, Superintendent
<input checked="" type="checkbox"/> ACTION <input type="checkbox"/> FOR INFORMATION

 I. Synopsis of Agenda Item (Overview & Purpose)

Since March 24th, our first Community Conversation on Education, the Senior Leadership Team and staff have been researching, revising, reformatting, and revisioning the plan. In its current draft the strategic plan contains **five goals**, (aligned with the State Board of Education goals), **nineteen quantitatively measurable objectives** (containing baseline, actual, and targeted results), and **one hundred fifty-five strategies** (many of which were taken from the existing strategic plan). There remains much work to be done before the plan is finalized.

Participants at Thursday's Community Conversation on Education will be divided into five breakout groups, according to the five goals of the plan, and asked to give feedback on the existing draft and offer additional strategies that might enhance the plan.

During the May 4th work session the plan draft was reviewed and at the May 11th meeting you (the Board) will be asked to select five objectives for the school district to target for the 2009-2010 school year. Although our budget has been developed, amendments can be made aligning priorities with existing funds. This will not be difficult in that funds for next year will be minimal.

After you have prioritized some objectives, I will focus the schools and principals on these goals/objectives during the administrative retreat in June. Principals and school improvement teams will incorporate the prioritized goals/objectives into their school improvement plans. Thus aligning our focus for the 2009-2010 school year.

During the summer, central office staff will complete the missing pieces of the plan (missing performance results, timelines, budgetary implications, person(s) responsible, and evidence of completion). Many of the strategies will have their own implementation plan. A working copy of the strategic plan will be presented to the Board during the fall of 2009 for approval. An abbreviated copy for public distribution will be developed during the 2009-2010 school year. All will be culminated with an annual report publication to our stakeholders indicating how we performed for the year on the selected goals/objectives. This cycle will be conducted annually, using the strategic plan as our roadmap to continuous school improvement and increased student performance.



II. Organizational Impact (Academic, Fiscal & Personnel)

This dynamic document will set a new standard, raise the school district to a richer academic focus, and serve as our guide to success. Regardless of who serves on the Board or works in the central office and schools, our mission will be clear. The adoption of this document will be one of the most meaningful acts of your and my tenure.

III. Superintendent's Recommendation

It is recommended that five objectives with appropriate strategies be selected to work on during the 2009-2010 school year. I will have recommendations for your consideration.

IV.

Suggested Motion: I move that the following five objectives and the following strategies be selected for focus during the 2009-2010 school year.

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 1: All kindergarten students will be at or above grade level as measured by the NC DPI Kindergarten Assessment by the end of kindergarten.

Target: Baseline: June 2009	Actual as of:			
Strategies	Timeline	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.1.1 Enlist business, interagency, and faith-based leaders to help inform and educate the community on school readiness for all students				
1.1.2 Participate in the NC Ready Schools Initiative, a joint effort between Smart Start/The North Carolina Partnership for Children and Department of Public Instruction, aimed at creating school environments which maximize student success				
1.1.3 Conduct countywide kindergarten screening using universal screening instruments to determine student strengths and needs for instructional planning				
1.1.4 Create and implement a long-range district plan for preschool education				
1.1.5 Partner with Smart Start; More-at-Four; and other preschool programs				
1.1.6 Implement new North Carolina K-2 Literacy Assessment and use data to inform instruction				
1.1.7 Provide supplemental reading services to students who are not reading at Level 1 by January of the kindergarten year				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 1: All kindergarten students will be at or above grade level as measured by the NC DPI Kindergarten Assessment by the end of kindergarten.

Target: Baseline: June 2009	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.1.8 Implement Professional Learning Communities in all schools serving pre-kindergarten and kindergarten students				
1.1.9 Develop and implement a monitoring system to ensure consistent delivery of the pre-k and kindergarten curriculum				
1.1.10 Employ district level and school-based content specific personnel to provide/facilitate job-embedded staff development				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 2: All 3rd grade students will be reading at or above grade level by the end of the 3rd grade as measured on the North Carolina 3rd grade End of Grade assessment.

Target: 60% proficient by June 2009 Baseline: June 2008--55.5%	Actual as of:			
Strategies	Timeline	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.2.1 Create and implement Tier 1/Personalized Education Plans (PEPs) for students needing focused skill development in grades K-3				
1.2.2 Utilize K-2 Math and Reading Assessment results to identify students who need intervention and provide accelerated skill development				
1.2.3 Implement Project-based Learning				
1.2.4 Implement Academically/Intellectually Gifted nurturing programs in kindergarten through second grade				
1.2.5 Implement supplementary reading services in kindergarten through third grade as well as programs that support family based reading intervention				
1.2.6 Collaborate with Raising Achievement Closing Gap (RACG) K-2 subcommittee and family literacy programs to provide opportunities for parents to become engaged with student learning and assist parents in developing methods of support for their children's early literacy				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 2: All 3rd grade students will be reading at or above grade level by the end of the 3rd grade as measured on the North Carolina 3rd grade End of Grade assessment.

Target: 60% proficient Baseline: June 2008--55.5%	Actual as of:			
Strategies	Timeline	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.2.7 Provide opportunities for second grade and third grade teachers/students to create improved performance on 3 rd grade reading pretest (vertical articulation)				
1.2.8 Study district-wide teaching practices in reading in grades K-2 and create plan for improving reading instruction				
1.2.9 Implement Professional Learning Communities in all schools serving grades 1-3				
1.2.10 Develop and implement a monitoring system to ensure consistent delivery of the reading curriculum in grades 1-3				
1.2.11 Employ district level and school-based content specific personnel to provide/facilitate job-embedded staff development				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 3: There will be no achievement gap between majority and minority students in grades 3-8 as measured by North Carolina End of Grade reading and math composite scores and in grades 9-12 as measured on the End Of Course composite scores within ten years (2018).

<p>Target: June 2009 3rd-8th White: 3rd-8th Black: 3rd-8th Hispanic: Baseline: June 2008: 3rd-8th White: 65.6 3rd-8th Black: 30.5 3rd-8th Hispanic: 31.1</p>	<p>Actual as of: June 2009: 3rd-8th White: 3rd-8th Black: 3rd-8th Hispanic:</p>			
<p style="text-align: center;">Strategies</p>	<p style="text-align: center;">Time-line</p>	<p style="text-align: center;">Budgetary Implications</p>	<p style="text-align: center;">Person(s) Responsible</p>	<p style="text-align: center;">Evidence of Effectiveness</p>
<p>1.3.1 Update and/or revise content area curriculum/alignment guides and district benchmark assessments to align with state standard course of study, K-12</p>				
<p>1.3.2 Provide training and implement Professional Learning Communities in all K-12 schools</p>				
<p>1.3.3 Utilize test results to identify subgroups that need intervention assistance and provide accelerated skill development through school-based classroom and family support programs</p>				
<p>1.3.4 Implement writing across the curriculum emphasizing vocabulary development and problem-solving strategies (i.e. Thinking Maps)</p>				
<p>1.3.5 Integrate technology in daily lesson planning and delivery</p>				
<p>1.3.6 Develop lessons that require students to utilize technology in</p>				

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Objective 3: There will be no achievement gap between majority and minority students in grades 3-8 as measured by North Carolina End of Grade reading and math composite scores and in grades 9-12 as measured on the End Of Course composite scores.

<p>Target: 3rd-8th White: 9th-12th: White: 3rd-8th Black: 9th-12th: Black: 3rd-8th Hispanic: 9th-12th: Hispanic: Baseline: June 2008: 3rd-8th White: 65.6 9th-12th: White: 76.5 3rd-8th Black: 30.5 9th-12th: Black: 42.5 3rd-8th Hispanic: 31.1 9th-12th: Hispanic: 54.0</p>	<p>Actual as of: June 2008: 3rd-8th White: 9th-12th: White: 3rd-8th Black: 9th-12th: Black: 3rd-8th Hispanic: 9th-12th: Hispanic:</p>			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.3.7 Collaborate with Raising Achievement Closing Gap (RACG) subcommittee to identify strategies to support student achievement				
1.3.8 Implement Project-based Learning				
1.3.9 Implement district wide Responsiveness to Instruction (RTI), focused intervention to support students at risk of school failure				
1.3.10 Implement Professional Learning Communities in all schools serving students in grades 3-12				
1.3.11 Develop and implement a monitoring system to ensure consistent delivery of the reading curriculum in grades 1-3				
1.3.12 Employ district level and school-based content specific personnel to provide/facilitate job-embedded staff development				
1.3.13 Reduce class sizes below the state average learning activities				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 4: All students will graduate within four years of entering 9th grade.

Target: 82%	Actual as of:			
Baseline: June 2008- 79.9%				
Strategies	Timeline	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.4.1 Develop curriculum alignment guides and benchmark assessments for the five EOC courses required for graduation (English I, Algebra I, US History, Civics and Economics, and Biology)				
1.4.2 Develop curriculum alignment guides and benchmark assessments for the five remaining tested EOCs (Algebra II, Geometry, Physics, Physical Science, and Chemistry)				
1.4.3 Implement Professional Learning Communities in all secondary schools				
1.4.4 Utilize test results to identify subgroups that need intervention assistance and provide accelerated skill development				
1.4.5 Promote expectation of post high school study in students and parents as early as the middle grades and start to build expectations in elementary schools through family-based programs				
1.4.6 Integrate technology in daily lesson planning and delivery				
1.4.7 Foster a district-wide culture where all teachers embrace the notion that they are responsible for student learning				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 4: All students will graduate within four years of entering 9th grade.

Target: 82% Baseline: June 2008- 79.9%	Actual as of:			
Strategies	Timeline	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.4.8 Develop lessons that require students to utilize technology in learning activities				
1.4.9 Develop and implement a monitoring system to ensure consistent delivery of the 9-12 curriculum				
1.4.10 Employ district level and school-based content specific personnel to provide/facilitate job-embedded staff development				
1.4.11 Investigate organizational and scheduling options for high school instruction (i.e., 9 th grade academy, year-long courses, support classes, flexible scheduling, etc.)				
1.4.12 Continue <i>Advancement Via Individual Determination (AVID)</i> in all three high schools in grades 9-12				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 5: Chatham County Schools will decrease the drop out rate to 0%.

Target: 3.2%		Actual as of:		
Baseline: June 2008: 3.9%				
Strategies	Timeline	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.5.1 Continue <i>Advancement Via Individual Determination</i> (AVID) in all three high schools in grades 9-12				
1.5.2 Provide staff development related to AVID strategies to all middle and high school teachers and require that teachers include them in their classroom instruction				
1.5.3 Employ district level and school-based content specific personnel to provide/facilitate job-embedded staff development				
1.5.4 Continue opportunities for credit recovery				
1.5.5 Analyze dropout data and work with schools to develop strategies to keep students in school				
1.5.6 Incorporate Project-based Learning				
1.5.7 Collaborate with Raising Achievement Closing Gap (RACG) Dropout Prevention subcommittee to identify strategies to reduce the drop out rate				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 5: Chatham County Schools will decrease the drop out rate to 0%.

Target: 3.2% Baseline: 3.9%	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.5.8 Implement a mentor/mentee advisory process utilizing school and community agencies such as Chatham Together				
1.5.9 Implement district wide Responsiveness to Instruction (RTI), focused intervention to support students at risk of school failure				
1.5.10 Provide training to staff in use of Future for Kids (career guidance software) and College Foundation of North Carolina (CFNC) and utilize to assist students in making career choices				
1.5.11 Support the implementation of college fairs and career days				
1.5.12 Develop and implement a monitoring system to ensure consistent delivery of the 9-12 curriculum				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 6: All students will demonstrate proficiency in Algebra I by the end of the 9th grade as measured on the North Carolina Algebra I End of Course assessment.

Target: 66.5%	Actual as of:			
Baseline: June 2008- 62.8%				
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.6.1 Implement the Johns Hopkins Algebra I Research Project at our high schools				
1.6.2 Support the implementation of Algebra I at the middle school level				
1.6.3 Provide focused training for the K-8 Standard Course of Study Algebra strand				
1.6.4 Develop and implement a monitoring system to ensure consistent delivery of the Algebra strand in the standard course of study				
1.6.5 Provide training for incorporation of math manipulative kits in daily math instruction K-9				
1.6.6 Employ district level and school-based content specific personnel to provide/facilitate job-embedded staff development				
1.6.7 Incorporate formative assessment into daily instructional planning and delivery				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 7: All Chatham County Schools students who take the SAT/ACT will score at or above the national average.

Target: 1511-SAT 21.1-ACT Baseline: June 2008-SAT: 1479 County; 1511 National	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.7.1 Offer Latin as part of the high school curriculum				
1.7.2 Continue to provide funding for PSAT in grades 9 and 10				
1.7.3 Require students taking AP courses to take the AP exam at district expense				
1.7.4 Offer a SAT preparation course as part of the high school curriculum				
1.7.5 Provide county access to SAT exam on each available test administration date (rotate high school sites)				
1.7.6 Develop and implement a monitoring system to ensure consistent use of academically rigorous instructional strategies K-12				

Goal 1: Chatham County Schools Will Produce Globally Competitive Students

Objective 8: All Chatham County Schools students who choose to take a second language will graduate from high school proficient in that language as measured on the respective language proficiency exam.

Target: Baseline: June 2009		Actual as of:		
Strategies	Time- line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
1.8.1 Develop a district wide plan for delivery of world language instruction that includes decisions related to instructional approaches, resources, course offerings and levels, community college and university partnerships, etc.				

Goal 2: Chatham County Schools Will Be Led by 21st Century Professionals

Objective 1: CCS professional staff will mirror the demographics of the school system.

Target: Baseline: April 2009: Students: White-56.4%; African American-14.8%; Hispanic-23.4%; Other-5.41% Staff: White-89.4%; African American-6.7%; Hispanic-3.1%; Other-.8%	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
2.1.1 Develop a collaborative university/school district plan for identifying new teacher candidates including scheduled visitations and job fairs				
2.1.2 Continue to participate in the Historically Black College and Universities (HBCU) Job Fairs				
2.1.3 Incorporate retention strategies and market advantages of working in Chatham County Schools				

Goal 2: Chatham County Schools Will Be Led by 21st Century Professionals

Objective 2: CCS will increase the retention rate of high quality teachers and staff.

Target: 90.03% Baseline: 89.03%	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
2.2.1 Continue mentoring and new teacher induction processes				
2.2.2 Develop and monitor Professional Learning Communities so that teachers are growing, and feel valued and empowered				
2.2.3 Change local supplement from flat rate to percentage based				
2.2.4 Focus on improving working conditions including improving facilities				
2.2.5 Explore employee discount cards for teachers				
2.2.6 Focus on public relations strategies (i.e. school and district websites)				
2.2.7 Implement an employee assistance program				
2.2.8 Implement a process to ensure that quality applicants matching district needs are hired				
2.2.9 Continue signing bonuses for high needs teaching areas (math, exceptional children, science)				
2.2.10 Reinstate tuition assistance program				

Goal 2: Chatham County Schools Will Be Led by 21st Century Professionals

Objective 3: All CCS administrators will be effective instructional leaders as measured by survey responses from staff, school data, and School Executive Evaluation instrument.

Target: Baseline: June 2009	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
2.3.1 Train school administrators in effective implementation of Professional Learning Communities in their schools				
2.3.2 Support district level professional development communities for school administrators				
2.3.3 Assist school administrators in leading their schools in the following areas: managing change; scheduling; data analysis and use; grading practices; mastery learning; project-based learning; instructional technology in daily instruction; formative assessment				
2.3.4 Train school administrators on the school improvement plan process and development				
2.3.5 Provide district level support to school improvement plan initiatives				

Goal 3 Chatham County Schools Students Will Be Healthy and Responsible

Objective 1: CCS teachers and staff will promote a healthy, active lifestyle where students are encouraged to make responsible choices as measured by teacher, parent, and student surveys and other district data.

<p>Target: Baseline: June 2009 Alcohol and Other Drug Survey (AOD) Bullying Survey Youth Risk Behavior Factor Surveillance Survey Out of school suspension data</p>	<p>Actual as of:</p>			
<p>Strategies</p>	<p>Time-line</p>	<p>Budgetary Implications</p>	<p>Person(s) Responsible</p>	<p>Evidence of Effectiveness</p>
<p>3.1.1 Launch a healthy habit campaign publicizing good nutrition and physical activity and other healthy behaviors</p>				
<p>3.1.2 Develop and/or revise and implement district plans, programs, and policies that promote healthy behaviors and address controlled and illegal substances (i.e. Media Detective; Media Ready; Positive Behavior Support; daily physical activity; Gang Resistance Education and Training (GREAT), nutritional education, etc.)</p>				

Goal 3 Chatham County Schools Students Will Be Healthy and Responsible

Objective 2: Chatham County schools will have learning environments that are safe, respectful, inviting, supportive, and inclusive as measured by district discipline data, periodic safety inspection data, and teacher, parent, and student surveys.

<p>Target: Baseline: June 2009 Fire inspection: 100% Insurance inspection: 100% Health inspection: 100% Code Blue Drill reports: 0 deficiencies Discipline data: (baseline) Surveys (baseline) Cleanliness report: all schools above 95%</p>	<p>Actual as of: Fire inspection: Insurance inspection: Health inspection: Code Blue Drill reports: Discipline data: Surveys (baseline) Cleanliness report:</p>			
<p>Strategies</p>	<p>Time-line</p>	<p>Budgetary Implications</p>	<p>Person(s) Responsible</p>	<p>Evidence of Effectiveness</p>
<p>3.2.1 Develop district-wide safety procedures/protocols and monitor adherence</p>				
<p>3.2.2 Implement Positive Behavior Support (PBS) programs district wide</p>				
<p>3.2.3 Pair a caring adult with each student at risk of school failure and assist parents in understanding how to support their children in safe and respectful learning environments</p>				

Goal 4: Chatham County Schools Leadership Will Guide Innovation in Chatham County Schools

Objective 1: CCS will increase the opportunities for citizen input from the community to inform district leadership planning and decision making

<p>Target: Add two (20) Baseline: June 2008: (18) School Improvement Teams; Title I planning meetings; Administrative Leadership Interviews; TAC; Electronic Surveys; Raising Achievement Closing Gap; Board of Education meetings; Joint Elected Board meetings; Exceptional Education Advisory Committee; Citizen Focus Groups; School based parent groups; School Mental Health Committee; CC Collaborative; Economic Development Commission; New school planning committees; CTE Advisory Committee</p>	<p>Actual as of:</p>			
<p>Strategies</p>	<p>Time-line</p>	<p>Budgetary Implications</p>	<p>Person(s) Responsible</p>	<p>Evidence of Effectiveness</p>
<p>4.1.1 Create a CCS district budget planning committee</p>				
<p>4.1.2 Continue to dialogue with Chatham County Commissioners regarding school funding</p>				
<p>4.1.3 Utilize surveys and comment cards to facilitate input from school community stakeholders</p>				
<p>4.1.4 Continue <i>Community Conversations on Education</i> to gain community and business input in district strategic planning</p>				
<p>4.1.5 Conduct educational meetings and parent programs/conferences within communities where parents/families reside</p>				
<p>4.1.6 Ensure opportunities for input from and educational assistance to historically underrepresented populations</p>				

Goal 4: Chatham County Schools Leadership Will Guide Innovation in Chatham County Schools

Objective 2: CCS Leadership will effectively manage change and innovation as measured by district climate survey conducted every two years.

Target: Baseline: June 2009	Actual as of:			
	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
4.2.1 Provide training for administrators and staff in implementing Professional Learning Communities in all schools with an emphasis on leading change				
4.2.2 Develop protocol for implementing district changes and innovations				

Goal 4: Chatham County Schools Leadership Will Guide Innovation in Chatham County Schools

Objective 3: CCS will increase/expand partnerships with community agencies; faith-based, parent, civic, business, and national/international organizations; and higher education institutions to support our district's mission of graduating literate, responsible citizens.

Target: Baseline: June 2009	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
4.3.1 Involve faith-based, parent, civic, non-profit, and business community efforts to increase student achievement				
4.3.2 Partner with Central Carolina Community College to provide a seamless transition from high school to higher education				
4.3.3 Continue to utilize staff development opportunities through the Piedmont Triangle Education Consortium				
4.3.4 Support staff in accessing higher education opportunities				
4.3.5 Partner with national/international higher education institutions to increase student achievement				
4.3.5 Create international exchange programs for students and staff				
4.3.6 Develop a network of community resources to support students and families with special learning needs				

Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems

Objective 1: All Board decisions related to graduating literate, responsible citizens will be guided by the district's strategic plan

Target: Baseline: June 2009	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.1.1 Target and prioritize specific Strategic Plan objectives to be addressed annually				
5.1.2 Align annual requests for funding to the prioritized Strategic Plan objectives				
5.1.3 Align existing human and financial resources to the Strategic Plan				
5.1.4 Align school improvement plans to the district Strategic Plan priorities				
5.1.5 Implement data collection and analysis for planning and monitoring school improvement efforts				
5.1.6 Make decisions about financial planning and budgeting based on student achievement				
5.1.7 Migrate from school site Southern Association Accreditation to district-wide Southern Association Accreditation				

Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems

Objective 2: CCS will employ effective and efficient business and management systems in finance, transportation, maintenance, child nutrition, and technology services as determined by federal, state, and local compliance measures.

<p>Target: Baseline: June 2009 State Transportation Efficiency Rating: District-wide Cafeteria Sanitation rating: Safety Inspections Rating: Work Order Completion Rate for Technology: Work Order Completion Rate for Maintenance: DPI Finance Rating: Cleanliness Rating Average: Nutritional Analysis Report: Food Service Participation Rate: Computer/Child Ratio: Financial Audit results:</p>	<p>Actual as of: State Transportation Efficiency Rating: District-wide Cafeteria Sanitation rating: Safety Inspections Rating: Work Order Completion Rate for Technology: Work Order Completion Rate for Maintenance: DPI Finance Rating: Cleanliness Rating Average: Nutritional Analysis Report: Food Service Participation Rate: Computer/Child Ratio: Financial Audit results:</p>			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.2.1 Develop a school treasurer operations manual for collecting, dispersing, and reporting funds				
5.2.2 Provide common accounting software and training to all school treasurers to ensure consistency				
5.2.3 Monitor school financial activities from the district level				
5.2.4 Train staff to support AS 400 operating system				

Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems

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Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.2.5 Develop and implement procedures to ensure that all vehicles pass monthly safety inspections				
5.2.6 Monitor bus routes through use of GPS systems				
5.2.7 Install cameras on all buses to assure student safety				
5.2.8 Increase transportation mechanics staff to meet district fleet needs				
5.2.9 Collaborate with county to acquire a new shared transportation facility				
5.2.10 Continue to implement a system for submitting and tracking				

maintenance work orders				
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Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems

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Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.2.11 Increase maintenance staff to meet district needs				
5.2.12 Continue contracting with outside agency to train and monitor staff to improve building cleanliness				
5.2.13 Complete a district-wide facilities needs study which will inform our capital improvement plan				
5.2.14 Conduct monthly food and labor cost analyses of nutrition program				

Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems

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Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.2.15 Provide training to cafeteria staff in health and safety standards				
5.2.16 Migrate school food service accounting to same software as finance office				
5.2.17 Continue to implement a system for submitting and tracking technology work orders				
5.2.18 Increase technology staff to meet district technology needs				

Upgrade district-wide telephone system					
Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems					
Objective 2: CCS will employ effective and efficient business and management systems in finance, transportation, maintenance, child nutrition, and technology services as determined by federal, state, and local compliance measures.					
Target: Baseline: June 2009 State Transportation Efficiency Rating: District-wide Cafeteria Sanitation rating: Safety Inspections Rating: Work Order Completion Rate for Technology: Work Order Completion Rate for Maintenance: DPI Finance Rating: Cleanliness Rating Average: Nutritional Analysis Report: Food Service Participation Rate: Computer/Child Ratio: Financial Audit results:		Actual as of: State Transportation Efficiency Rating: District-wide Cafeteria Sanitation rating: Safety Inspections Rating: Work Order Completion Rate for Technology: Work Order Completion Rate for Maintenance: DPI Finance Rating: Cleanliness Rating Average: Nutritional Analysis Report: Food Service Participation Rate: Computer/Child Ratio: Financial Audit results: Audit results:			
Strategies		Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.2.19 Implement the district-wide One-to-One Laptop Initiative					
5.2.20 Align district and school technology plans					
5.2.21 Continue to provide staff development in using technology as an instructional and learning tool (teacher and student)					
5.2.22 Continue to evaluate and upgrade infrastructure to support district technology					

Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems

Objective 3: CCS will improve internal and external communications as measured by customer satisfaction surveys.

Target: Baseline: June 2009	Actual as of:			
Strategies	Time-line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.3.1 Implement new public messaging system				
5.3.2 Podcast Board of Education meetings				
5.3.3 Develop school district marketing plan				
5.3.4 Develop <i>Frequently Asked Questions</i> for district website				
5.3.5 Study current student progress reporting processes and modify as needed				
5.3.6 Develop user friendly reports related to student achievement, finance, and facilities				
5.3.7 Upgrade district and schools' websites				
5.3.8 Align the annual report to the strategic plan for wide distribution				
5.3.9 Distribute the standard course of study to parents and community				

Goal 5: Chatham County Schools Will Be Governed and Supported by 21st Century Systems

Objective 3: CCS will improve internal and external communications as measured by customer satisfaction surveys.

Target: Baseline: June 2009	Actual as of:			
Strategies	Time- line	Budgetary Implications	Person(s) Responsible	Evidence of Effectiveness
5.3.10 Improve interactive, two-way communication with parents regarding their child(ren)'s achievement				
5.3.11 Create a district 'Balanced Scorecard' to report progress toward Strategic Plan objectives				
5.3.12 Provide opening of school Convocation to communicate district goals and priorities to staff				
5.3.13 Create a written summary of board actions the day after the board meeting and distribute to staff and post on website				
5.3.14 Establish school visitation schedules for leadership team, board members, and parents				
5.3.15 Continue to distribute monthly 'Payroll Information' letter				