

Dear Hale County Community Stakeholders:

On behalf of the Hale County School System's Committee, I am pleased to present our original and revised Comprehensive Strategic Plan for the years 2013-2018. Mr. Steve Salmon with RKR Planning Services, LLC worked with the Superintendent and Strategic Planning Steering Committee in providing growth-rate data for each community. We wish to thank the Steering Committee members, Action Committee members, all active participants and stakeholders for their commitment to this process. Input was gathered from parents, students, teachers, administrators, elected officials, community leaders and business partners.

We have identified the following six (6) areas of focus: 1. Communication and Discipline; 2. Curriculum/Instruction and Technology; 3. Facilities and Safety; 4. Finance; 5. Human Resources; and, 6. Legislation and Advocacy.

As we prepare our students to be prepared graduates for the 21st Century, college and career ready, it is imperative that we navigate a pathway that will allow them to be active and contributing members of a globally diverse society. Students' success lies in the heart of everything we do.

We look forward to growing, sharing and improving ourselves, our students and our school system over the next five years with your help, understanding and support. As a **TEAM (Together Everyone Achieves More)**, we invite you to be supportive partners as we implement the goals included in the Comprehensive Strategic Plan.

Sincerely,

Osie A. Pickens,
Superintendent

Purpose and Direction

The Vision Statement describes the desired state of the Hale County School System in the next five years. It is realistic enough to be achievable and inspire those involved to help the vision become a reality.

In 2018, we envision that Hale County Schools have well-established and strong partnerships among families, individual schools, the community and its leaders. Working together, we ensure every student has the 21st century skills to excel and be a contributing member of a globally diverse society.

We provide a comprehensive data-driven curriculum aligned with state and national standards that challenges and prepares all learners from Pre-K to 12 and beyond. The curriculum is research-based and consistently integrates best practices across all grades to meet the needs of students. We integrate technology into the curriculum and provide access to technology at all levels. Educators use both formal and informal assessments to identify student progress, refine and revise instructional practices, and target professional development offerings as part of a comprehensive curriculum plan.

In efforts to support staff and students, the Superintendent, Central Office System-Wide Leadership Team and the schools work collaboratively to build a strong learning community. They advocate and manage resources across the system while working to build community understanding of the system's educational programs and needs. In order to provide more opportunities for students, support natural transitions and address safety, careful consideration has been given to the reconfiguration and redesign of our current school facilities.

We are excited and anticipate your continued support as we bring this plan to fruition.

Hale County Schools

(Original) Strategic Plan Steering Committee

<p>Anthony Sanders Principal Greensboro Middle School Chairperson</p>	<p>Anthony Little Director of Curriculum and Instruction Chairperson</p>	<p>Jessica Constant Principal Akron Community School Chairperson</p>	<p>Christine Day Director of Student Support Services Chairperson</p>
<p>Michael Ryans Director of Federal Programs Chairperson</p>	<p>Stephanie Richey Principal Greensboro Elementary School Chairperson</p>	<p>*Jamey Payne Board Member Co- Chairperson</p>	<p>*Verlanda Jones Board Member Co- Chairperson</p>
<p>*Brandi Lester Board Member Co- Chairperson</p>	<p>*Shalanda Agnew Wiggins Vice Chair Hale County Board of Education Co- Chairperson</p>	<p>John Cameron Assistant Principal Hale County High School Co- Chairperson</p>	<p>*Dexter Thornton Chair Hale County Board of Education Co-Chairperson</p>

Vangi Rose Director of Student Services	Scottie Sneed Teacher Sunshine High School	Christy Hackerott Teacher Moundville Elementary	Evelyn Seale Human Resources
Felicia Briggins Teacher Greensboro High School	Leslie Craig CSFO	Jamey Binns Student Sunshine High School	Cheryle Williams Instructional Specialist
Amy White Parent	Valada Paige-Banks Parent	Rev. Calvin Johnson Community Leader Pastor	Pam Young Business Owner
Taurus Blackmon Parent Involvement Facilitator	Judge Arthur Crawford Probate Judge	Charlayne' Jordan Principal Sunshine High School	Johnathan Knox Student Hale County High School

Diamond Roberts Student Akron Community School	Donald Morrison Director of Maintenance	Barbara Myers Parent Involvement Facilitator	Frank Stegall Principal Hale County High
Howell Poole Bank of Moundville	Harris Coleman People's Bank	John Woodham III Citizens Bank	Ronnie Garner Principal Moundville Elementary
Kendrick Britford Principal Greensboro High School			

Areas of Focus:

Communication and Discipline

Curriculum/Instruction and Technology

Facilities and Safety

Finance

Human Resources

Legislation and Advocacy

*Hale County Board of Education Member

Hale County Schools
(Original) Strategic Plan Action Committee

<p>Anthony Sanders Principal Greensboro Middle School Chairperson</p>	<p>Anthony Little Director of Curriculum and Instruction Chairperson</p>	<p>Jessica Constant Principal Akron Community School Chairperson</p>	<p>Christine Day Director of Student Support Services Chairperson</p>
<p>Michael Ryans Director of Federal Programs Chairperson</p>	<p>Stephanie Richey Principal Greensboro Elementary School Chairperson</p>	<p>*Jamey Payne Board Member Co- Chairperson</p>	<p>*Verlanda Jones Board Member Co- Chairperson</p>
<p>*Brandi Lester Board Member Co- Chairperson</p>	<p>*Shalanda Agnew Wiggins Vice Chair Board of Education Co- Chairperson</p>	<p>John Cameron Assistant Principal Hale County High School Co- Chairperson</p>	<p>*Dexter Thornton Chair Board of Education Co-Chairperson</p>

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Ronnie Garner Principal Moundville Elementary	Kendrick Britford Principal Greensboro High School	Rev. Calvin Johnson Community Leader Pastor	Donald Morrison Director of Maintenance
James Essex Director Hale County Technology Center	Keisha Lewis Parent	Sara Long Smith Parent Involvement Facilitator	Frank Stegall Principal Hale County High

Taurus Blackmon Parent Involvement Facilitator	John Woodham III Citizens Bank	Charlayne' Jordan Principal Sunshine High School	Johnathan Knox Student Hale County High School
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2016 Committee Updates

Anthony Sanders-Principal Greensboro Middle School Legislation & Advocacy- Chairman	Aubrey Larkin-Director of Curriculum and Instruction LEA Curriculum & Instruction- Chairman	Dr. Jessica Constant- Principal Greensboro High School Communication and Discipline- Chairperson	Christine Day-Director of Student Support Services LEA Human Resources- Chairperson
Michael Ryans-Director of Federal Programs LEA Facilities & Safety- Chairman	John Woodham III Citizens Bank	Judge Arthur Crawford Probate Judge	Stephanie Richey-Principal Greensboro Elementary School Finance- Chairperson
Cheryle Williams Instructional Specialist	Evelyn Seale Human Resources	Jay Duke CSFO	Christy Hackerott
Ralph Howard State Representative	Bobby Singleton State Senator	Schinarra Wilson Parent Facilitator	Greg Hughey Technology
Vangi Rose Director of Student Services	*Dexter Thornton Board Member	*Shalanda Agnew Board Member	*Verlanda Jones Board Member
*Jamey Payne Board Member	*Brandi Lester Board Member	Whole Board Training Sessions were held: June 4, 2015- May 11, 2016. Areas of Focus: High Quality Staff/ Effective PD, Resources/ Operations, Stakeholder	

		Engagement/ Community , Student Achievement & Communications and Discipline
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Area: Communication/Discipline (Hale County Board of Education Policy Reference Section I)

Goal I: We want to communicate with all students and stakeholders effectively.

Objectives(s): Develop and implement a comprehensive district communication plan that will help parents and all stakeholders better understand school curricula, practices, policies, and awareness of the school system.

Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
<p>Teachers will effectively communicate with parents during parent - teacher conferences about students' progress each nine weeks.</p> <p>Teachers must have at least 2 grades entered per week in each subject area. (Ongoing)</p>	<p>Teachers will have updated information available on the school's website for viewing of upcoming dates and events.</p>	<p>Parent surveys should reflect that parent satisfaction with INOW has increased</p>	<p>Time, dedication, and motivation to fulfill this process</p>	<p>Faculty, staff, and administration</p>

<p>Teachers will ensure that parents have received and reviewed progress reports by calling parents. Students must sign for progress reports. Have parents pick up and sign out to receive report cards and newsletters. Discuss any discipline problem.</p> <p>(Ongoing)</p>	<p>Each school will be responsible for sending home a profile sheet for each student to have contact information updated.</p> <p>(Ongoing)</p>	<p>Teachers will make calls ensuring that parents have received progress reports.</p> <p>Decrease in retention</p> <p>Decrease in office referrals</p>	<p>Time, dedication, and motivation to fulfill this process</p>	<p>Faculty, staff, and administration</p>
<p>Get school cast updates every time progress reports or report cards are given. Additional response system to school cast. (Parents press "I" to confirm you received the message.)</p> <p>(Language choices)</p> <p>(Ongoing)</p>	<p>Ensuring that all contact information is entered as soon as possible for school calls and texts. (Ongoing)</p>	<p>An increase in the number of responses throughout the year (measured by new technology).</p>	<p>\$8,119.00</p> <p>?</p>	<p>Administrators</p> <p>Administrative Assistant</p> <p>Technology Coordinator</p>

Area: Communication/Discipline (Hale County Board of Education Policy Reference Section I)				
Goal II: To create an opportunity for system-wide activities				
Objective: To ensure that students and staff have the opportunity to develop positive relations by engaging in collaborative events throughout the year.				
Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
Chat and Chew Forums for School Staff and Parents (Partially Completed)	Adults will meet in a designated location to discuss issues related to school (Ex. Data, culture, technology) and or to develop a process for school and community related business	Percentage of school staff and parents in attendance	\$6.00 per person for lunch or dinner	Local School and LEA Superintendent
Chat and Chew Forums for Students (Incomplete)	Students groups will be divided by grade span to discuss concerns related to safety, culture, data etc.	Percentage of student body present at the event.	\$6.00 per person for lunch or dinner	Local School and LEA Superintendent
Hale County Schools Required Activities (Partially Complete)	System will determine the activities that will be nonnegotiable. (Ex. Hale County	Number of students participating in events	Buses Admission cost	Local School and LEA Superintendent

	<p>Olympics, Science Olympics, Social Studies Fair, Math Team, Robotics Team etc.) (Partially Complete)</p> <p>Robotics Team 2015 GHS Science Fair: 2017-2018</p>			
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Area: Curriculum and Instruction and Technology (Hale County Board of Education Policy Reference Section IV)

Goal I: HCS will increase the rigor of the curriculum by offering Advanced Placement (AP) courses in English, Mathematics, Science, History, and Foreign Languages.

Objectives(s): HCS will prepare for the implementation of an advanced placement (AP) program.

Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
<p>HCS will prepare for the implementation of an Advanced Placement (AP) program.</p> <p>HCS will offer an AP course during the 2014-2015 school year and add at least one additional course per year each subsequent year (2015-2018).</p> <p>(Completed AP with Language and Composition) 8/15</p> <p>AP Literature 8/ 16</p>	<ol style="list-style-type: none"> 1. Survey all high school teachers in the system to ascertain interest and qualifications for teaching AP classes. 2. Provide information on AP classes to students. 3. Gauge student interest in AP classes. 4. Contact A+ College Ready to determine the 	<ol style="list-style-type: none"> 1. 100% of high school teachers complete survey by end of fall semester of Year 1 (December 2013). 2. 100% of high school students participate in AP informational presentation by end of fall semester of Year 1 (December 2013). 3. 100% of high school students complete survey by end of fall semester of Year 1 (December 2013). 	<ol style="list-style-type: none"> 1. Survey Monkey 2. Resources for presentation 3. A+ College Ready personnel and resources 4. Textbooks and Funding 5. Summer Institute, Funding <p>\$10,000.00</p>	<ol style="list-style-type: none"> 1. Central Office staff 2. High school guidance counselors 3. Central Office and A+ College Ready 4. Central Office and Local Schools 5. Teachers

<p>(Math will be added the 16-17 school year)</p> <p>(Incomplete)</p>	<p>support they offer in establishing an AP program.</p> <p>5. Purchase textbooks and supplies for AP courses offered.</p> <p>6. Join the College Board</p> <p>7. Secure professional development for AP teachers.</p> <p>8. Add AP courses to course catalog.</p> <p>(Complete)</p>	<p>4. AP Teachers received orientation and training from A+ College Ready by end of Year 1 (May 2014).</p> <p>5. Textbooks and materials for AP courses purchased by end of Year 1 (May 2014).</p> <p>6. School system and schools registered in AP College Board by end of Year 1 (May 2014).</p> <p>7. Teachers attended summer AP training by end of Year 1 (July 2014).</p> <p>8. HCS Course Catalog completed with AP courses included by end of Year 1 (May 2014).</p>		
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	1. Students enroll in AP classes each year.	1. Students registered in INOW for selected AP courses by beginning of Year 2 (August 2014).	1. Course Catalog	1.High school guidance counselors, building administrators, Central Office
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Area: Curriculum and Instruction and Technology

Goal II: HCS will ensure that 100% of schools become 21st century schools by providing access to appropriate and current technology to all teachers and students.

Objective: HCS will ensure that all teachers and students have access to most current and up to date technology.

Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
<p>HCS will ensure that all computer labs in the system are functional.</p> <p>(Complete) School Year 2015/ 2016</p>	<ol style="list-style-type: none"> 1. Inventory the equipment in each computer lab. 2. Update software on all computers. 3. Properly discard equipment that is outdated and nonworking. 4. Purchase desktop computers or virtual computers 	<ol style="list-style-type: none"> 1. Complete inventory by end of fall semester of Year 1 (December 2013). 2. Software updated by end of fall semester of Year 1 (December 2013) 3. Nonfunctional equipment accounted for and discarded by end of Year 1 (May 2014).(Complete disposal certification on file with Diane Colburn) 4. Purchase orders completed and 	<ol style="list-style-type: none"> 1. Inventory form 2. Current software 3. Company/personnel to dispose of discarded equipment. 4. Funding for new computers (approximately \$50,000) 	<ol style="list-style-type: none"> 1. Technology Coordinator, Building administrators 2. System tech support

	to complete labs where needed.	computers received (at all pertinent schools) by end of Year 1 (July 2014).		
HCS will upgrade classroom technology across the system (Ongoing)	<ol style="list-style-type: none"> 1. Determine the basic technological equipment needed for each classroom in the system. 2. Inventory current technological equipment in each classroom. 3. Purchase technology to fill in the gaps across the system. (Ongoing)	<ol style="list-style-type: none"> 1. Baseline needs form completed by end of Year 2 (July 2015). 2. Inventory complete and needs determined by the end of fall semester of Year 3 (December 2015) 3. Purchase orders complete and technology fully upgraded across system by beginning of Year 4 (August 2016) (Ongoing)	<ol style="list-style-type: none"> 1. Baseline needs form 2. Inventory form 3. Funding for new and current technology for each classroom (based on need). 	<ol style="list-style-type: none"> 1. Technology Coordinator, Building administrators 2. System tech support

Goal III: Learning Stations (student-led)

Objective: To develop a deeper understanding of student curricular and activities.
To ensure that students are engaged in the process and understand data used to determine progress.
To increase parents knowledge and awareness of instructional programs offered to students.

Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
Contact principals to set up a meeting dates throughout the year for students to showcase their learning of different concepts that are solely led by student. (Ex.Science In Motion, AMSTI Math, Assessments etc.) (Partially Complete)	Develop a schedule in concert with all schools that allows for parents to gain access to all student- led school functions.	Parental Attendance Pre and post survey data		LEA and Building Administrators

Goal IV: Lower remedial course numbers				
Objective: To ensure that students have access to a rigorous and challenging curriculum in order to obtain prerequisites necessary to enter credit bearing courses without the need for remediation.				
Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
Arrange parent forums at the local school level to discuss course requirements, four year plans, AP Courses, Dual Enrollment, Enrichment and Remediation Courses etc. (Partially Complete)	Meet with school counselors to provide structure for parent night and to ensure that everything is in place. Create early next steps (Provide parents with free resources, websites etc.	Attendance Data Completed four year plans		Local schools &LEA
Hold a district data meeting as soon as state results are published. (Use current and longitudinal data) (Yearly)	Gather college data Provide some next steps for parents of student who are planning to go to college (Ex. Provide resources for support)	College Remediation Rates		LEA

Area: Finance (Hale County Board of Education Policy Reference D)

Goal: To obtain sources of revenue to support the school system.

Objective: To obtain sources of revenue in order to provide outstanding educational programs, updated facilities, innovative technology and safe learning environments.

Strategies	Action Steps	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
Contract with a reputable grant writer and pursue grant opportunities (Ongoing)	1) Post position 2) Interview applicants 3) Select applicant 4) Pursue grant opportunities 5) Secure grant funding as available	<u>2013-2014</u> 1) Evidence of position posting 2) Documentation of interviews 3) Evidence of applicant selection as evidenced by actual contract with grant writer <u>2014-2018</u> 4) Annually review list of grants being pursued 5) Annually review list of awarded grants	Advertising Interview Board Review	Human Resources and Superintendent

<p>Meet with county representatives to review needs and discuss revising stipulations on current tax revenue</p> <p>(Ongoing)</p>	<p>1) Superintendent will meet with county officials to review current stipulations on tax revenue</p> <p>2) Superintendent will suggest revision to current tax revenue stipulations</p> <p>3) Superintendent will secure support from county officials by way of flexible use of current tax revenue</p>	<p><u>2013-2014</u></p> <p>Written evidence of revisions to stipulations on current tax revenue were made</p> <p><u>2014-2018</u></p> <p>Annually review sources and stipulations for spending, request revisions as needed</p>	<p>Community</p> <p>Students</p> <p>Parents</p>	<p>Superintendent, Board Member, CSFO</p>
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<p>Meet with state representatives to review needs and discuss options for alternate funding sources (Ongoing)</p>	<p>1) Superintendent and other designated members will meet with state representatives to review financial needs 2) Superintendent and other designated members will discuss options for alternate funding sources with state representatives</p>	<p><u>2013-2018</u> Annual meeting minutes to indicate collaboration with state representatives and list of possible alternate funding sources</p>	<p>Community Students Parents</p>	<p>Superintendent, Board Member, CSFO</p>
<p>Pursue funding through bonds/ QZAB (Complete) September 2013</p>	<p>1) Determine the availability of QZAB funds 2) Write RFP for QZAB funds 3) Submit RFP</p>	<p><u>2013-2014</u> Complete RFP <u>2014-2018</u></p>	<p>State support County support</p>	<p>Superintendent, Board Member, CSFO</p>

		Review RFP and resubmit as required		
<p>Consolidate Small Schools</p> <p>Complete: May 2015</p>	<p>1) Fall/Winter 2014-2015 – Outline plans for consolidation of SHS</p> <p>2) Spring 2015 Finalize plans</p> <p>3) Summer 2015 Move furniture /supplies to new location</p> <p>4) Fall/Winter 2014-2015 – Outline plans for consolidation of ACS</p> <p>5) Spring 2015 – Finalize plans</p>	<p><u>2013-2015</u></p> <p>Board minutes to evidence completion of outlined timeline steps toward consolidation of small schools</p>	<p>Superintendent</p> <p>Board Members</p>	<p>Committee</p> <p>Parents, students, and faculty</p>

	6) Summer 2015 – Move furniture /supplies to new location			
16 th Section Land evaluation (Complete) Findings: Not eligible	1) CSFO will research the existence of 16 th Section Land 2) CSFO will contact appropriate officials to ensure that 16 th Section Land payments are being made appropriately to HCBOE	<u>2013-2018</u> Increase 16 th section revenue as evidenced by checks and/or financial statements	CSFO	Probate Judge Attorney

Continue to seek other funds for debt service (Ongoing)	1) Brainstorm with central office personnel, state and local officials to determine other funding sources and terms of use	<u>2013-2018</u> Write plan to pursue and use alternate funding sources for debt services	CSFO	
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Area: Facilities /Safety (Hale County Board of Education Policy Reference Section IV)

GOAL I: HCS will provide a safe, secure, and comfortable school that meet student needs.

Objective: To provide safe entrances and exits within the schools. To provide the most efficient means of building and grounds maintenance for the Hale County School District.

Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
HCBOE will provide additional security measures at the front entrances and exits of each school. (Complete)	By the 2014-2015 school year, a plan will be developed, grant opportunities will be researched, quotes will be received, and materials will be ordered to complete the project.	Construction of the project will be finalized and approved by the proper authorities and inspectors.	1. Plans 2. Blueprints 3. Quotes 4. Funding (\$14,000)	1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect 4. Construction Companies

<p>HCBOE will construct a secure area for secretaries that contain a barrier between the office worker and the visitor.</p> <p>(Complete)</p>	<p>By the 2014-2015 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct a secure area for secretaries' at all existing schools. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$10,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect 4. Construction Companies
<p>Renovate school parking lot @HCTC</p> <p>(Complete) 2016</p>	<p>By the 2015-2016 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$350,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect Construction Companies

<p>Renovate and upgrade the Hale County Technology Center to a College and Career Ready Academy</p> <p>(Complete) 2016</p>	<p>By the 2015-2016 school year, meetings with the Architect will have taken place to develop a plan and blueprints to complete the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$6,339,500)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p>
<p>Renovate Hale County High School's main entrance, cafeteria, classroom additions, and secretary's office.</p> <p>(Complete) 2015</p>	<p>By the 2015-2016 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$2,620,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p>

<p>Reconfigure Hale County High School into a middle and high school.</p> <p>(Complete) 2015</p>	<p>By the 2015-2016 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$2,540,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p>
<p>Renovate Moundville Elementary</p> <p>(Complete) 2015</p>	<p>By the 2014-2015 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$1,984,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p>

<p>Renovate Greensboro High School (Complete) 2014</p>	<p>By the 2014-2015 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$667,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p>
<p>Add modular buildings to Moundville Elementary for additional classrooms. (Complete) 2015</p>	<p>By the 2013-2014 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Funding <p>(\$75,000 lease)</p>	<ol style="list-style-type: none"> 1. Principal and Maintenance Department

<p>Transfer Sunshine High School students to Greensboro Schools, and staff to various schools within the district.</p> <p>Complete: 2015</p>	<p>By the 2015-2016 school year, an attendance zone will be established, the number of students within the zone will be determined, a facility audit for safety will be conducted, school bus routes will be assigned, and the faculty will be surveyed and assigned to another school.</p>	<p>Establish plans for teams' collaborative efforts to support the plan. (All schools involved)</p> <p>Beginning Fall 2013 collaborative activities will take place at school sites and across school communities.</p>	<ol style="list-style-type: none"> 1. Plans 2. Funding 3. Survey <p>(Savings of \$240,000/year)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p> <ol style="list-style-type: none"> 4. Transportation Department
<p>Transfer Akron Community School students to Greensboro and Moundville schools, and staff to various schools within the district.</p> <p>Complete: 2015</p>	<p>By the 2015-2016 school year, an attendance zone will be established, the number of students within the zone will be determined, a facility audit for safety will be conducted, school bus routes will be assigned, and the faculty will be surveyed and assigned to another school.</p>	<p>Establish plans for teams' collaborative efforts to support the plan. (All schools involved)</p> <p>Beginning Fall 2014 collaborative activities will take place at school sites and across school communities.</p>	<ol style="list-style-type: none"> 1. Plans 2. Funding 3. Survey <p>(Savings of \$200,000/Year)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p> <p>Transportation Department</p>

<p>Construct Professional Development Room & Board Room (Incomplete)</p>	<p>By the 2016-2017 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding <p>(\$637,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p>
<p>Renovate gym floor at Greensboro Middle School and Greensboro High School (Partially Complete)</p>	<p>By the 2015-2016 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Quotes 3. Funding <p>(\$120,000 each)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Flooring Company

<p>Add bleachers to Greensboro Middle School's gym and Moundville Middle School's gym.</p> <p>(Partially Complete)</p>	<p>By the 2016-2017 school year, meetings with the Architect will have taken place to develop a plan and blueprints to construct the project. Quotes and funding sources will be researched and attained.</p>	<p>Construction of the project will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Quotes 3. Funding <p>(\$175,000)</p>	<ol style="list-style-type: none"> 1. Central Office and Local Schools 2. Principals and Maintenance Department 3. Architect <p>Construction Companies</p>
<p>Add air condition units to Greensboro High School and replace outdated units in other schools if necessary.</p> <p>(Complete)</p>	<p>By the 2017-2018 school year, an audit will be conducted to determine the recommended amount of units to install or replace in the schools' gymnasiums.</p>	<p>Installation will be finalized and approved by the proper authorities and inspectors.</p>	<ol style="list-style-type: none"> 1. Plans 2. Quotes 3. Funding <p>(\$300,000)</p>	<ol style="list-style-type: none"> 1. Principals and Maintenance Department

Area: Facilities/ Safety

GOAL II: HCS will ensure an educational atmosphere that facilitates effective teaching and learning by ensuring a safe, drug-free, and healthy environment.

Objective: To provide safe and drug free environment for the school population.

Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
HCS will develop a district-wide emergency plan. (Complete) January 2015	By the 2013-2014 school year, School Plans will be developed, compiled and prepared for implementation at each school in the district. Meetings with the proper emergency personnel will have included suggestions and advice for action steps.	Compile information to produce a final document that is consistent and congruent for all schools.	Safety Plans from all schools	1. Safety Plan Team Representative from all schools 2. Principals 3. V. Rose 4. Law Enforcement 5. M. Ryans
Maintain and enhance safe and drug free school programs.	By the 2013-2014 school year, all schools will implement the "Too Good for Drugs and Violence"	1. Counselors implementation of programs 2. Student evaluation results	Workbooks/Materials	1. M. Ryans 2. Counselors 3. Principals

(Ongoing) Yearly Programs	<p>Programs into the curriculum.</p> <p>The SIR Report will be utilized to compare data results.</p>	3. Survey results	(\$3,500)	
<p>Organize random K-9 walk-throughs with the local law enforcement agencies to deter drug possession.</p> <p>(Ongoing)</p>	By the 2013-2014 school year, the LEA will schedule a number of random walkthroughs to deter drug interactions.	<ol style="list-style-type: none"> 1. Walkthrough Findings 2. Survey Results 		<ol style="list-style-type: none"> 1. M. Ryans 2. V. Rose 3. Principals 4. Law Enforcement
<p>Partner with the Hale County Extension Office for resources and assistance in safety, drug free programs, and nutritional programs for the school system.</p> <p>(Ongoing)</p>	During the 2013-2014 each school will identify and implement awareness programs through outside agencies.	<ol style="list-style-type: none"> 1. Implementation of programs 2. Schedules 	<p>Workbooks/Materials</p> <p>Facilitator</p> <p>(\$3,000)</p>	<ol style="list-style-type: none"> 1. M. Ryans 2. V. Rose 3. Principals 4. T. Smith

Area: Facilities/ Safety

GOAL III: HCS will ensure that aesthetic landscaping of school grounds and interior are addressed.

Objective: To provide the most efficient means of building and grounds maintenance for the Hale County School System.

Strategies	Action Step	Success Measure and Benchmark	Additional Resources Needed	Who is Responsible?
HCS will create an inviting atmosphere by providing paint for front entrance walls and hallways. (Complete)	During the 2013-2014 school year, paint and designs will be chosen, ordered, and applied to create an attractive environment.	Construction of the project will be finalized and approved by the proper authorities and inspectors.	Safety Plans from all schools (\$600/school)	1. Principals 2. Maintenance
Update/ repair parking areas at each school (Complete)	By the 2015-2016 school year, meetings with the maintenance will have taken	Construction of the project will be finalized and approved by the proper authorities and inspectors.	1. Plans 2. Quotes	1. Principals 2. Maintenance 3. Architect

	place to develop a plan to repair the project. Quotes and funding sources will be researched and attained.		(\$350/school)	
Provide school signs to communicate to students, parents, faculty, and the community the location of facilities and departments, to regulate traffic flow and to ensure proper visitation procedures. (Complete)	By the 2014-2015 school year, all schools will have the necessary signs posted to provide directions to specific areas and department	Signs will be visible and easy to understand to direct individuals to specific locations	Signs and labels (\$150/school)	1. Principals 2. Maintenance
Provide and/or designate additional parking areas for visitors at each school.	By the 2015-2016 school year, meetings with the maintenance	Construction of the project will be finalized and approved by the proper authorities and inspectors.	1. Plan 2. Blueprints 3. Identified land	1. Principals 2. Maintenance 3. Architect

(Complete)	will have taken place to develop a plan to repair the project. Quotes and funding sources will be researched and attained. Architects will be contacted if needed.	Mark off area and survey land.	4. Quotes	
Install additional lights in parking areas. (Partially Complete)	By the 2016-2017 school year, meetings with the maintenance will have taken place to develop a plan to repair the project. Quotes and funding sources will be researched and attained. Architects will	Completion of the project will be finalized and approved by the proper authorities and inspectors. Evidence of installations will be visible.	1. Plan 2. Quotes	1. Principals 2. Maintenance

	be contacted if needed.			
Install a canopy over all ramps in the bus loading zones. (Complete)	By the 2015-2016 school year, meetings with the maintenance will have taken place to develop a plan to repair the project. Quotes and funding sources will be researched and attained. Architects will be contacted if needed.	Construction of the project will be finalized and approved by the proper authorities and inspectors.	<ol style="list-style-type: none"> 1. Plans 2. Blueprints 3. Quotes 4. Funding 	<ol style="list-style-type: none"> 1. Principals 2. Maintenance 3. Architect

Area: Human Resources (Hale County Board of Education Policy Reference C)

Goal I: Create and maintain community partnerships in various areas of expertise

Objective(s): Utilize student/parent/community volunteers, various outside agencies, and institutions of higher learning to inform and instruct students, parents, and school personnel.

Strategies	Action Steps	Success Measure and Benchmark	Who is responsible?	Cost and Additional Resources Needed
Recruit student, parent, and community volunteers (Ongoing)	Fall 2013-Conduct forum to develop interest and identify areas of specific need (Spring 2014-Form committee to define roles of volunteers and publicize volunteer needs Fall 2014-Secure volunteers Spring 2015-Reassess needs and continue to secure volunteers	List of volunteers and community organizations partnering with Hale County Schools and their activity within the school system Increase in number and presence of volunteers and community organizations partnering with Hale County Schools	Superintendent, Administrators, Directors, Parent Involvement Facilitators	No additional resources needed.

Need to gather information from individual schools.

<p>Form a collaborative group of partners with the purpose of utilizing community agencies and institutions of higher learning for student/teacher educational units and resources.</p> <p>(Ongoing)</p>	<p>Fall 2013-Develop team to identify available partners and areas of need</p> <p>Spring 2014-Match partner to school need and make contact</p> <p>Fall 2014-Develop plan for partnership/support and implement plan</p> <p>Spring 2015-Assess outcomes of plan and revise</p> <p>(Incomplete)</p>	<p>Compilation of educational units/ resources presented and provided by outside agencies; Documentation of presentations, school visits, and meetings</p> <p>_-Located at schools</p> <p>Increase in partnerships with outside agencies/institutions and their involvement within the schools</p> <p>Counselors have some information/ partnerships with higher institutions</p> <p>Utilize Edgenuity for leads, PD (videos)</p>	<p>Superintendent, Administrators, Directors, and partnering agencies/institutions</p>	<p>No additional resources needed.</p>
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<p>Contract with a reputable grant writer</p>	<p>Fall 2013-Develop a team to identify available grant writers, assess specific needs and available grants</p> <p>Spring 2014-Present candidates and needs to the Superintendent/Board and secure grant writer</p> <p>Fall 2014-Begin writing/applying for grants (Ongoing)</p>	<p>Documentation of grants awarded</p> <p>Increase in funds and number of grants awarded</p> <p>(All grants awarded should be documented at the central office)</p>	<p>Superintendent, Hale County Board, Central Office</p>	<p>Possible funds for grant writer; Generally, a small percentage of grant awarded.</p>
<p>Develop an on-site Community Development Resource Center for the collection/ dissemination of available resources provided by local community partners and higher institutions.</p>	<p>Fall 2013-Develop team to identify location and set up for the center.</p> <p>Spring 2013 Begin collection/compilation of resources and develop plan for implementation</p> <p>Fall 2015-Open Center (Incomplete)</p>	<p>Compilation of available resources/expertise provided by local community partners.</p> <p>Counselors have information at each school but not compiled or in central location</p> <p>Increase in grants/scholarships awarded; Increase in positive publicity for the schools in the newspapers/website</p>	<p>Central Office Staff, Administrators, Counselors</p>	<p>No additional resources needed.</p>

Area: Human Resources (Hale County Board of Education Policy Reference C)

Goal II: Partner with community leaders to recruit and maintain highly qualified, highly motivated, and physically/emotionally committed personnel in order to improve/expand pool of personnel to support the system's instructional programs.

Objective(s): Create a system of incentives for recruitment, retention, and cultivation of highly qualified teachers/teachers seeking additional certification (AP and electives), and specialized personnel. B: Create a system of teacher/employee/parent recognition. C: Increase involvement in the health and wellness programs offered.

Strategies	Action Steps	Success Measures and Benchmark	Who is responsible?	Cost and Additional Resources Needed
Utilize a service such as Sub-Finder and Teach in Alabama website to expand the pool of applicants. (Ongoing)	Fall 2013-Research and sign up for Sub-Finder Service; Input data into the system Spring 2014-Utilize the service; Evaluate satisfaction via survey Fall 2014-2018 Maintain the Service and evaluate annually (Not complete)	Sub-Finder Roster/documentation and survey results Increase in ease of acquisition of substitutes as determined by teacher/administrator satisfaction of service	Superintendent, Administrators, and Directors	Nominal fee for Sub-Finder administration; (\$5,000.00 yearly)

<p>Provide more adequate training/mentoring of newly hired personnel.</p> <p>(Ongoing) Yearly</p>	<p>Spring/Summer 2013- Develop schedule for training/mentoring</p> <p>Fall 2014-Implement scheduled support</p> <p>Spring 2014-Assess support via new teacher survey</p> <p>Summer 2014-Adjust support as needed</p> <p>Fall 2014-Implement revised training/support schedule</p> <p>(Not Complete)</p>	<p>Documentation from training and mentoring activities.</p> <p>New Teacher satisfaction with training/support provided as shown by survey</p>	<p>Superintendent, Administrators, and Directors</p>	<p>No additional resources needed</p>
<p>Identify appropriate and available incentives and develop a plan of teacher/employee/parent recognition</p> <p>(Incomplete)</p>	<p>Fall 2013-Develop team for incentive plan development</p> <p>Spring 2014-Implement plan</p> <p>Fall 2014-Assess plan via survey and make revisions</p> <p>Spring 2015-Implement revised plan</p>	<p>Incentive/Recognition Plan, Surveys</p> <p>Increase in student/parent/teacher satisfaction of educational services as shown by surveys;</p>	<p>Team of administrators, parents, students, teachers, and other service personnel</p>	<p>Possible incentives and recognition awards</p> <p>(\$2,000.00 annually)</p>

	Fall 2015-Repeat process			
Hire more personnel in specialized areas such as gifted specialist, foreign language teacher, fine arts teacher, nurses, instructional aides/paraprofessionals, and security personnel (Complete)	Select personnel over the five-year period. Fall 2013- Foreign language teacher (Spanish) Fall 2014-Gifted Specialist (Posted) Fall 2015- Nurse(s) Fall 2016- Fine Arts (Not complete) Fall 2017-Instructional aides/paraprofessionals (Varies by school)	Personnel Directory, class schedules, and course offerings, yearly surveys Increase in variety of courses offered; Increase in student/parent/teacher satisfaction with course offerings as shown by surveys.	Superintendent, Administrators, and Directors	Salaries of new personnel (Will vary according to teacher matrix and salary schedule)
Widely publicize and provide advance notice of health and wellness events as offered to participants of the PEEHIP Insurance Plan (Ongoing) Yearly	Fall 2013-Develop team to assess what wellness opportunities are available/develop plan for provision	Documentation of participation in health and wellness events	System-wide nurse and school nurses	No additional resources needed

	Spring 2014-Publicize wellness events offered and implement plan	Increase in participation of personnel in health and wellness events		
Provide Professional development in areas specific to personnel needs as shown by surveys, CIP, LIP and course offerings (Complete) Yearly	Spring/Fall 2013 Review results from annual survey Summer/Fall 2013- Develop plan and offer PD opportunities Fall 2013-Develop CIPs/LIP to include PD opportunities Spring 2014-Implement plans; Repeat process annually (complete)	Professional development offerings, sign in and agenda STI/PD EDUCATE/Alabama LEAD/Alabama Evaluation of professional development	Superintendent, Administrators and Directors	\$3,000 per Teach For America teacher, according to individual school budget and CIP. \$10,000 for system-wide professional development
Form a collaborative group of individuals to include community partners (legislators, ministerial alliance, community leaders, business owners etc.) to recruit possible candidates for employment (Incomplete)	Forum will discuss immediate needs of the system as indicated by various surveys. Forum will discuss the strategic plan to ensure that processes are followed as indicated by the Five Year Strategic Plan	Decline in administrative and staff turnover based on job posting with emphasis on why staff is leaving. Percent rate based on survey and exit conference.	500.00 Dinner for 50 people	Board Chairman & Superintendent

Area: Legislation & Advocacy

Goal I: To have a resource officer in each school.

Objective(s): To enhance and add another layer to school safety and prevention.

Strategies	Action Steps	Success Measure and Benchmark	Additional Resources Needed	Who is responsible?
Speak with law enforcement about ways to make our schools more safe (Ongoing)	<ol style="list-style-type: none">1. Meet with local law enforcement2. Print out SIR Reports at each school3. Walk- through with law enforcement at each school	Identify Pros and Cons	Professional development resources (time and money) Materials – Paper, sticky notes markers, etc. \$25.00	Principal Superintendent
Speak with other school systems with resource officers about job requirements and duties (complete)	<ol style="list-style-type: none">1. Visit several school systems2. Meet with students, teachers and administrators at other school systems to discuss their	A compiled list of job requirements for all school systems	Professional development resources (time and money)	Student Services Principal

	perspective on the school resource officer	Develop a county-wide job requirement and daily list for resource officer	Materials – Paper, sticky notes markers, etc. \$25.00	
Research funding sources (Incomplete)	<ol style="list-style-type: none"> 1. Review funding sources of other school systems 2. Compile a list of possible funding sources for our school system 3. Apply the funding sources. 	A compiled list of funding sources for our school system		Student Services Principal

Area: Legislation & Advocacy				
Goal II: To lobby/communicate to state and local officials.				
Objective(s): To increase awareness to local & state governments about the needs of the system.				
Strategies	Action Steps	Success Measure and Benchmark	Additional Resources Needed	Who is responsible?
Compile contact list of state & local officials (Complete)	1. Obtain list of state and local officials from www.legislature.state.al.us	A compiled list of viable state and local officials beneficial to our school system		Student Services Superintendent
Chat an Chew with officials (Incomplete)	1. Set date, time and location 2. Mail invitations for state and local officials 3. Host chat and chew	A successful chat and chew with at least 80% of the invited attending	An area conducive to such meetings Food and food services \$300.00	Student Services Principal
Develop an open line of communication and work on getting state and local agendas (Ongoing)	1. Keep officials informed of schools/district events and issues	Hale County Board of Education Officials are added to state	List of state and local representatives and their contact information	Student Services Superintendent

	2. Identify legislative and local issues of district concern	and local agendas		
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Area: Legislation & Advocacy				
Goal III: To create and establish a comprehensive alternative program.				
Objective(s): To utilize certified personnel, to include character education and rigorous academic components. This will be a self-contained structure with no outside influences.				
Strategies	Action Steps	Success Measure and Benchmark	Additional Resources Needed	Who is responsible?
Research existing programs that could possibly serve as a model.	<ol style="list-style-type: none"> 1. Visit several school systems with ALC Programs 2. Meet with students, teachers, and 	A list of guidelines used by other school systems	Professional development resources (time and money)	Student Services Principal

(Complete) September 2013	administrators at those school	Teachers, students, and administrators perception of the ALC program at those schools	Materials – Paper, sticky notes markers, etc. \$25.00	
Establish a focus group to develop our identity separate from the programs that have been researched	1. Develop the vision, mission and core values	An established vision and mission that is pertinent to the success of the school	Professional development resources (time and money) Materials – Paper, sticky notes markers, etc. \$25.00	Principal
Develop a Comprehensive Alternative Learning Program that has a 4-prong approach; academics, behavior &	1. Develop ALC Guidelines for admittance	A document detailing the guidelines for	Professional development resources (time and money)	Student Services Principal Superintendent

social, transition and counseling (Complete) SOAR Academy	2. Research details to be included in all areas of the 4-prong approach	admitting students	Binding materials for completed document \$300.00	
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Area: Legislation & Advocacy

Goal IV: Partner with community leaders to attract great candidates

Objective: To ensure that the Hale County School System attract, employ, and maintain high quality staff. To ensure that all staff engage in ongoing, high quality, job embedded professional learning.

Strategies	Action Steps	Success Measure and Benchmark	Cost and Additional Resources Needed	Who is responsible?
Form a collaborative group of individuals to include community partners (legislators, ministerial alliance, community leaders, business owners etc.) to recruit possible candidates for employment (Incomplete)	Forum will discuss immediate needs of the system as indicated by various surveys. Forum will discuss the strategic plan to ensure that processes are followed as indicated by the Five Year Strategic Plan	Decline in administrative and staff turnover based on job posting with emphasis on why staff is leaving. Percent rate based on survey and exit conference	500.00 Dinner for 50 people	Board Chairman & Superintendent
<u>Create a collaborative relationship with state</u>	<u>Communicate with state legislators in an effort to</u>	<u>An increase in highly qualified applicant pool</u>	<u>N/A</u>	<u>Board Chairman & Superintendent</u>

<p><u>legislators to ensure that they are considered and they have an opportunity to recommend district and school administrators.</u> (Incomplete) Recommendation</p>	<p><u>recruit and recommend district and school administrators.</u> <u>Communicate with state legislators in an effort to recruit certificated personnel in considering Hale County Schools for employment.</u></p>	<p><u>for administrative openings.</u> <u>An increase in the applicant pool for certificated personnel.</u></p>		
<p><u>Develop a system of communicating on a quarterly basis to identify the challenges funding plays in recruiting and retaining highly qualified personnel.</u> (Incomplete)Funding</p>	<p><u>Host a quarterly meeting with state legislators to discuss possible legislation that could ease the burden placed on Hale County Schools as it relates to funding.</u></p>	<p><u>Passage of proposed legislation that would benefit poor school districts in their efforts to recruit and retain highly qualified certificated personnel.</u></p>	N/A	<p><u>Board Chairman & Superintendent</u></p>
<p><u>Develop a system of communicating on a quarterly basis to identify the challenges state policy plays in recruiting and retaining highly qualified personnel.</u> (Incomplete)State Policy and related Issues</p>	<p><u>Host a quarterly meeting with state legislators to discuss the impact educational policy regarding issues such as certification may have on recruiting and retaining certificated personnel.</u></p>	<p><u>Passage of proposed legislation that would address policy related issues that have an impact on recruiting and retaining highly qualified personnel in poor rural school districts such as Hale County.</u></p>	N/A	<p><u>Board Chairman & Superintendent</u></p>

