

Henderson County Schools Strategic Plan



Our mission is to provide extraordinary educational opportunities for every student.



Message from the Superintendent

At Henderson County Schools, it is our vision to excel as a national innovative leader in education. To achieve this vision, we created a five year plan that will provide direction for project development, decision-making, and resource allocation.

This plan is our District's commitment to every student, ensuring we deliver a standard of excellence. We know that every student has unique strengths, hopes, challenges, and dreams. It is our responsibility to determine-*and deliver*-what each student needs to be successful. A high performing district is defined by effective leadership, effective organizational systems, and an engaged community.



We asked students, parents, community members, and school staff to be a part of our strategic planning and visioning process. We listened and we created a plan that requires great expectations from everyone. We must understand our students will graduate from our high school and enter a world that is digitally competitive. Our graduates must be college and/or career ready, but also life ready.

Marganna Stanley
Superintendent of Schools

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What We Heard: From Students

District administrators visited 28 PLT classrooms and talked with approximately 500 students from the high school.

When asked, “What is critical to your success after high school?” They responded:

- ❖ Have the ability to communicate, collaborate, and work productively with others
- ❖ Have mastery of reading and math
- ❖ Have the ability to solve problems creatively and critically
- ❖ Have the ability to set and carry out personal learning goals



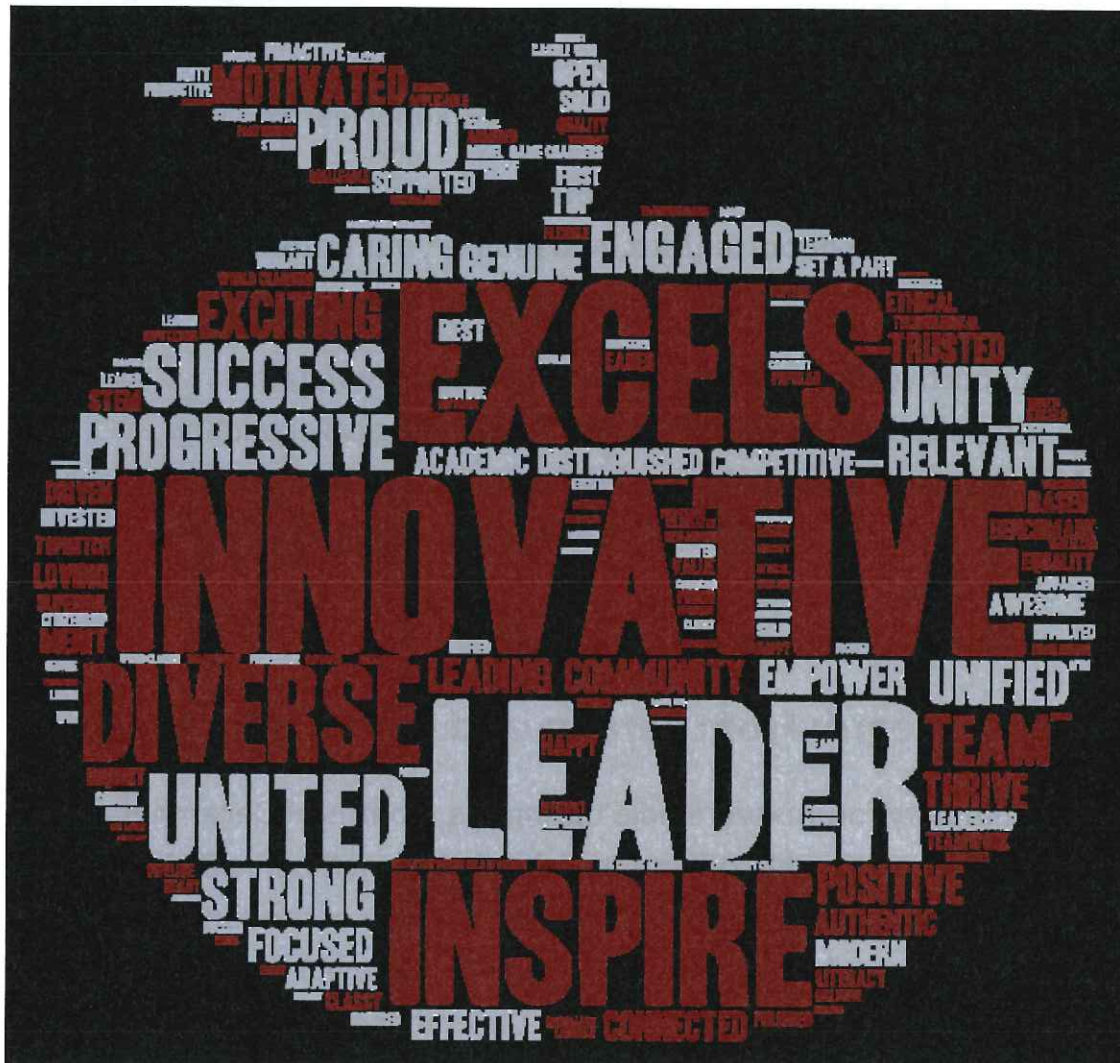
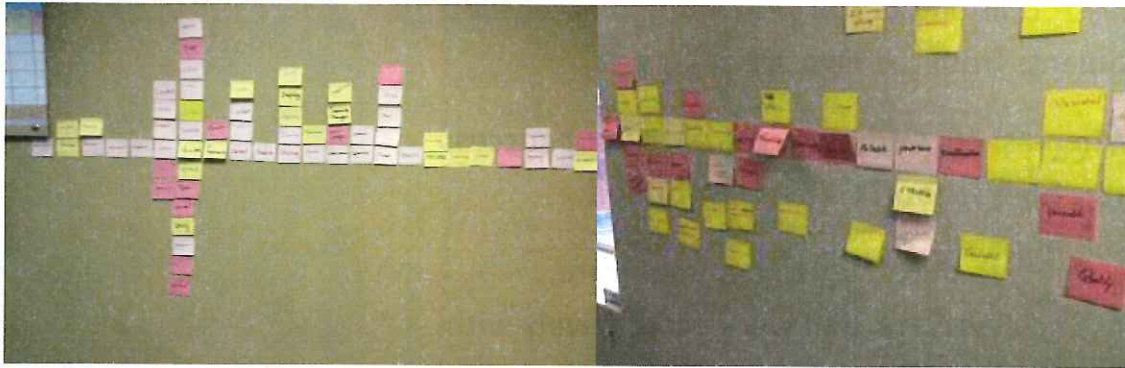
When students were asked, “What things in your school help you achieve excellence, explore opportunities, and realize your potential?” They responded:

- ❖ Supportive, knowledgeable, and good teachers/staff
- ❖ Job skills that equip students for a technological economy
- ❖ Transition help from high school to college or career
- ❖ Extra-curricular activities (athletics, clubs, band, choir)
- ❖ Test Prep
- ❖ Staying mentally and physically healthy

What We Heard: From Parents and Community Members

Eight community forums were held during the months of December and January. Fifty-one Henderson County School staff members participated, 19 parents, and 38 community members. The purpose of the forums was to listen to the vision of our stakeholders for HCS looking 5 years forward. In addition a survey was open for 7 days in December and 7 days in January in which 200 people responded.

When asked, “What three words should describe Henderson County Schools in 2020?” They responded:



Words used by stakeholders when describing HCS in 2020.

Four questions were asked at each forum and responses were recorded and categorized. The four questions were:

1. What do we want HCS to look like in 2020?
2. What reputation would it have?
3. What contribution(s) would it make to our students and community?
4. It is 2020...we have achieved our vision. In what ways do we look different?

With our District's current status as Distinguished and all school proficient or distinguished along with the information and comments collected at the community forums, a new vision statement was created.

Henderson County Schools will excel as a national innovative leader in education.

Our Board of Education created a mission statement for us. Our mission answers the questions, "Why do we exist?" and "What is the business of our business?" The mission of Henderson County Schools is

to provide extraordinary educational opportunities for every student.



We believe throughout all levels in the organization it is vital to have Districtwide commitment to our core values. Our core values are our behaviors and attitudes that will drive us to empower students to be successful. Our core values are:

Authentic Service to All
Excellence in All we Do
Inspire Human Greatness
Genuine Relationships are the Foundation of Everything We do
Cultivate a Community where Character Matters
Own the Outreach
Be the Change Agent

Our vision is big and bold: big goals, big mind shift, big success opportunities and deeper transparency than ever before. A strategic plan has been developed in effort to work towards the vision statement. It will be the driving force behind improvement along with the District Improvement Plan (DIP), change, and innovation in Henderson County Schools. It establishes a focus for all departments which work in unity to achieve our vision. With this strategic plan, we are taking action by accelerating a shift in funding, priorities, and programs system wide to improve outcomes for our students. Our focus is in 5 areas. Each area is driven by one of the Board of Education goals.



Outline of Strategic Plan

1. Henderson County Students will prepare all students to be post-secondary ready.

- ❖ Growth toward 100% proficiency for all students in all content areas by 2020-2021 resulting in becoming a district of distinction with all distinguished schools
- ❖ All students graduate post-secondary and life ready

2. Henderson County Schools will create future-ready leaders defining Henderson County as a community with the highest level of integrity and innovation.

- ❖ Develop Next Generation Learning skills in all students
- ❖ Implement one to one (1:1) opportunity of electronic devices in grades 3-12 and in their learning

3. Henderson County Schools will ensure a strong financial structure that guarantees excellence through creativity and innovation.

- ❖ Reduce the amount of unmet facility needs in the district by 50 million dollars
- ❖ Implement energy efficiency projects
- ❖ All schools will have secured entrances, security cameras, access control, and best practice emergency procedures
- ❖ Expand contingency fund to 10%
- ❖ Increase student attendance by 1% with a goal of 96% by 2020-2021

4. Henderson County Schools will seamlessly partner with families and community organizations through targeted outreach and engagement.

- ❖ Expand transparent communication that promotes district and school information to inform citizens resulting in positive community relationships
- ❖ Create a school culture that is embraced and promoted by the citizens of Henderson County
- ❖ Promote a wellness plan and health initiatives

5. Henderson County Schools will sustain an exemplary staff by creating a dynamic and compassionate culture.

- ❖ Create an employee Code of Excellence
- ❖ Develop Human Resource guidelines for hiring, retaining, and engaging employees

Our Strategic Plan has been created and reviewed by the following:

Brandy Haley	Jo Swanson	Julie Wischer	Susan Vickers
Deborah Harman	Kim White	Jinger Carter	Dee Dee Sellars
Julie Schneider	Billy Austill	Steve Steiner	Jamie Newton
Crissy Sandefur	Donnie Thacker	Cindy Cloutier	Adrienne Cruse
Beth Watson	Jeff Coursey	Angela Marksberry	Lisa Cox
Rob Carroll	Brian Bailey	Nicole Newland	Michelle Chappell
Paige O’Nan	Kris Gordon	Zack Hamby	Carla Haynes
Aleisha Sheridan	Charlotte Baumgartner	Dana Guess-Chumbler	Amanda Littlepage
Anthony Black	Bonnie Gelke	Greg Pirtle	Shelley Gardner
Ryan Reusch	Cindy Williams	Shawna Evans	Allyson William
Rebecca Johnson	Nancy Gibson	Joanna Craig	Katie Kirkwood
Chad Thompson	Marganna Stanley	Kristin Gardner	Ms. Meunsterman

This we know: every child has potential. Our strategic plan builds on and strengthens our existing foundation so that all children have opportunities to unlock that potential. The plan also lays a path for innovation in every classroom and school so that improvement comes not from complex initiatives but from active engagement in rigor and real life learning experiences.



Monitoring of Strategic Plan

The District's commitment to monitoring progress as we move forward with the implementations of the Strategic Plan is a high priority for our School Board, staff, families, community members, and students. We have built targets and milestones for continual improvement. The plan reflects the responsibility of the entire school system and all of its stakeholders. The strategic coordination within and between central office departments and schools and the realignment of resources is built into the strategies and activities. This plan is a fluid plan, meaning it will be reviewed twice year, progress will be reported and milestones will be adjusted as needed.

Strategic Plan

Department: Instruction, Technology, and Special Education						
Goal: Amplify Academic Excellence						
Objective: (What is the measure of success?)	Strategies: (What will we do? Can have multiple)	2015-2016 Baseline: (current reality using data)	2016-2017 Year 1 Activities	2018-2019 Year 3 Activities	2020-2021 Year 5 Activities	Project Leader
Growth toward 100% proficiency for all students in all content areas by 2021 resulting in becoming a district of distinction with all distinguished schools.	Specific strategies and objectives are listed in the District Improvement Plan which will allow HCS to reach the benchmarks expected below. Refinement of School Improvement Plans and District Improvement Plans will occur on a yearly basis.	DIP presented to Board of Education January 2016	District Improvement Plan will consist of state-required goals; other goals in Strategic Plan. Board approval by March 2017	Refine and revise District and School Improvement Plans per KDE guidelines and obtain board approval.	Refine and revise District and School Improvement Plans per KDE guidelines and obtain board approval.	Kim White
	Reading Growth Initiative	- Proficient or Distinguished Reading 61.2% ES 57.2% MS 63.7% HS - ACT Reading Benchmark (48.3%)	- Proficient / Distinguished growth at or above 4% from the baseline - ACT Reading Benchmark growth at or above 4% from the baseline - K-2 MAP on grade level 85% Professional learning and walk-through	- Proficient / Distinguished growth at or above 12% from the baseline - ACT Reading Benchmark growth at or above 12% from the baseline - K-2 MAP on grade level 85% Professional learning and walk-through	- Proficient / Distinguished growth at or above 20% from the baseline - ACT Reading Benchmark growth at or above 20% from the baseline - K-2 MAP on grade level 85% Professional learning and walk-through	Jo Swanson

		• K-2 MAP on grade level ◦ KG 66% ◦ GR1 68% ◦ GR2 70%	monitoring • Developing a culture of reading at each school	monitoring • Continue to refine and developing a culture of reading at each school	monitoring • Maintain a well developed culture of reading at each school	
	Writing Growth Initiative	• Proficient or Distinguished Writing ◦ 49.9% ES ◦ 42.3% MS ◦ 50.5% HS	• Professional learning and walk-through monitoring • Vertical alignment in writing with a common approach	• Professional learning and walk-through monitoring • Vertical alignment in writing with a common approach	• Professional learning and walk-through monitoring • Vertical alignment in writing with a common approach	Jo Swanson
	Math Growth Initiative	• Proficient or Distinguished Mathematics ◦ 59.2% ES ◦ 61% MS ◦ 40.5% HS • ACT Mathematics Benchmark 38.6 % • _____ students scored 30 on the ACT in	• Proficient/Distinguished growth at or above 4% from the baseline. • ACT math benchmark growth at or above 4% from the baseline. • Increase the number of students scoring 30 on the ACT by 4% from the baseline	• Proficient/Distinguished at or above 12% from the baseline. • ACT math benchmark growth at or above 12% from the baseline. • Increase the number of students scoring 30 on the ACT by 10% from the baseline	• Proficient/Distinguished at or above 20% from the baseline • ACT math benchmark growth at or above 12% from the baseline • Increase the number of students scoring 30 on the ACT by 20% from the baseline	Jo Swanson Dana Guess-Chumbler

		2015 - K-2 MAP on grade level - KG 59% - GR 1 73% - GR 2 69%	- K-2 MAP math on/above grade level at or above 85% - Elementary professional learning of instructional strategies (bar modeling, problem-solving, critical thinking) and walk through monitoring of math instruction - Secondary recruitment and retention of quality teachers; walkthrough monitoring of math instruction; refinement of lesson plans; emphasize accountability for 9th/10th grade preparation for ACT; intentional data analysis for instructional improvement	- K-2 MAP math on/above grade level at or above 85% - Continue professional learning at all levels	- K-2 MAP math on/above grade level at or above 85% - Continue professional learning at all levels	
	Novice Reduction	12.3% Novice Reading ES 18.3% Novice reading MS 25.8% Novice	- Reduce Novice by 10% from the baseline - Every school will write, implement,	- Reduce Novice by 30% from the baseline - Every school will write, implement,	- Reduce Novice by 50% from the baseline - Every school will write, implement,	Jo Swanson Kim White DoSE

		- reading HS 9.3% Novice - math ES 8% Novice - math MS 22.2% Novice - math HS	and evaluate a novice reduction plan annually	and evaluate a novice reduction plan annually	
Create a program of kindergarten readiness for 100% of students.	52.2% of ELC students achieve KG readiness as measured by the Brigance	- Increase the % of ELC students who achieve KG readiness by 4% over baseline - ELC staff will design, implement and monitor a plan for increasing KG readiness based on the measures/indicators of Brigance	- Increase the % of ELC students who achieve KG readiness by 12% over baseline - ELC staff will design, implement and monitor a plan for increasing KG readiness based on the measures/indicators of Brigance	- Increase the % of readiness of ELC students who achieve KG readiness by 20% over baseline - ELC staff will design, implement and monitor a plan for increasing KG readiness based on the measures/indicators of Brigance	Jo Swanson, Aleisha Sheridan
Gifted Education	85% of academic gifted students score at the 90 percentile or higher in their identified cognitive area of giftedness in MAP	90% of academic gifted students will score at the 90 percentile or higher in their identified cognitive area of giftedness in MAP Create an arts and humanities pathway of courses at HCHS	100% of academic gifted students will score at the 90 percentile or higher in their identified cognitive area of giftedness in MAP Refine the arts and humanities pathway of courses at HCHS focusing on expanding exceptional opportunities for	100% of academic gifted students will score at the 90 percentile or higher in their identified cognitive area of giftedness in MAP	Jo Swanson

Develop Next Generation learning skills in all students	Develop life skills for students to include the 4 C's (Communication, Collaboration, Creativity, Critical Thinking)	- Review current units to create or identify natural places to integrate PBL in targeted areas - Investigate professional learning from BIE - Current units do not contain PBL - Review the senior project expectation/ criteria at HCHS	- Train teachers on PBL - the whys, the hows, the whats - Create and implement PBL into targeted units of study - Monitor by walk-throughs - Revise and implement new senior projects at HCHS	students who are creative and gifted in the arts - Revise and refine (create additional) PBL units - Teachers teach 2 PBL, one each semester (year 2 and year 3) in GR 4-12	PBL is a regular activity at each grade level Gr 4-12	Jo Swanson Kim White Kris Gordon
	Incorporate Global Competency/ World Language instruction seamlessly within each grade level across district.	- WL instructors: 3 HS - WL instructors: 0 MS - WL instructors: 0 ES - Initiate integration of global competency in all content areas	- Increase WL instructors at MS by 1 - Continue to explore web based WL programs - Global competency embedded into applicable lessons at all content areas K-12 (ie: current	- Increase WL instructors at ES by 2 - Put in place a K-8 WL curriculum - Global competency embedded into applicable lessons at all content areas K-12 (ie: current events, currency, cultural extensions, etc.)	Global competency embedded into applicable lessons at all content areas K-12 (ie: current events, currency, cultural extensions, etc.)	Kim White

				events, currency, cultural extensions, etc.)	extensions, etc.)		
	Students in grades 3 - 12 will have a one to one (1:1) opportunity to use electronic devices to aid in their learning.	Develop & train teacher leaders & administrators in each building and start a pilot project with a variety of devices.	Embed training for teachers and deploy devices for all teachers. Expand pilot program to additional teachers	We will be in the middle of device deployment to students (~1/2 students will have devices for learning by year three)	All students 3-12 will have devices for learning. K-2 will have multiple pilots for technology integration	Kris Gordon	
	Students in targeted grades will learn self-advocacy strategies.	- Review current Materials - Investigate training	Train grade 5 sped teachers and implement	Train grade 4 and 6 sped teachers and implement	Complete training for all sped teachers; and continue supported of students sped teachers	DoSE	
All students graduate post-secondary ready.	Disaggregation of data by content area and creation of specific plans to achieve 100% post-secondary readiness.	75.4% of students graduated CCR in 2015	- All departments will have created and begun implementation of a plan for 100% CCR by year five - Increase the actual number of post secondary ready students by 25% over the	- All departments will refine and continue implementation of their plan for 100% CCR by year five - Increase the actual number of post secondary ready students by	- All departments will refine and continue implementation of their plan for 100% CCR 100% of students will be post secondary ready	Jo Swanson	

				baseline	50% over the baseline		
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Department: Transportation, Child Nutrition, Student Services								
Goal: Achieve long term efficient and effective operations								
Objective: (What is the measure of success?)	Strategies: (What will we do? Can have multiple)	2015-2016 Baseline: (current reality using data)	2016-2017 Year 1 Activities	2018-2019 Year 3 Activities	2020-2021 Year 5 Activities	Review/Monitor Dates:	Project Leader	
Expand transparent communication that promotes district and school information to inform citizens resulting with positive community relationships	Establish venues for people to obtain information about the financial status of our school district.	Budget committee established with representation from the schools and community (3 months)	Budget committee meets quarterly	Budget committee meets quarterly	Budget committee meets quarterly		Cindy Cloutier	
	Board Session communication-work session and regular board meeting	Reports monthly on paid warrants and treasury report	Report updates at work session of items posted on web page and/or committee	Report updates at work session of items posted on web page and/or committee	Report updates at work session of items posted on web page and/or committee			
	Web Site development to post up-to-date data on finances and capital outlay revenue	not created	Launch web site and introduce to community	Update website regularly-monthly	Update website regularly-monthly			
Expand our Contingency to 10%	Review accounting process to reduce/eliminate overspending	Current contingency is 7%	Align budget allocations to strategic plans	Pursue alternate funding sources for projects and initiatives i.e. grants, crowd-sourcing, foundation establishment	Refine alternate funding sources for projects and initiatives i.e. grants, crowd-sourcing, foundation establishment		Cindy Cloutier	

Develop departmental budgets so that each Director is responsible for overseeing their budget	Participate in PIPE grant process development	Attend trainings provided by KASA through awarded grant and complete process project	Implement PIPE project through new processes in place	Review PIPE project for effectiveness, revise if needed	Evaluate PIPE project effectiveness	
Child Nutrition will reach 65% breakfast participation and 90% lunch participation district wide	Poll students for positive changes in menu planning to increase participation. Improve use of signage.	Use year end data for meals served vs. attendance factor from 14-15 to create baseline	Increase breakfast participation to 40% and lunch participation to 75% district wide	Increase breakfast participation to 55% and lunch participation to 83% district wide	Increase breakfast participation to 65% and lunch participation to 90% district wide	Charlotte Baumgartner
Child Nutrition will increase the contingency fund = the average of 3 months Federal Income received	Continue to look at cost vs. expenses of the program	Use year end budget data from 14-15 to establish the needed baseline	Increase to 25% of three month average	Increase to 50% of three month average	Increase to 100% of three month average	
Child Nutrition will continue to replace outdated equipment with an emphasis on ovens to increase efficiency, quality of meals served and required labor time	We are putting together a list of equipment vs. age and number of repairs made	Use list to gage which equipment needs to be replaced especially ovens to go with COMBI style for efficiency and quality of meal	Replace ovens at Jefferson, South Middle and High School (1 Oven).	Replace ovens at 4 more schools	Replace ovens at remaining schools	Steve Steiner
	Participate in PIPE grant process development	Attend trainings provided by KASA through awarded grant. Choose a	Implement PIPE project and monitor process	Implement PIPE project and monitor process	Implement PIPE project and monitor process	

Increase student attendance by 1% with a goal of 96% by 2020-2021	Create a Best Practice, procedure resource for each school	Review current procedures to increase student attendance and research attendance Best Practices and Procedures.	Implement and Evaluate Practices and Procedures.	Implement and Evaluate Practices and Procedures.	1. 2. 3.		
Reduce costs of Transportation by 10% by increasing efficiency.	Participate in PIPE grant process development	Attend trainings provided by KASA through PIPE grant.	Implement PIPE project and monitor process	Implement PIPE project and monitor process	1. 2. 3.		
	Evaluate Bus Routing	Adjust the Bus routing book based on efficiency and review the possibility to put bus routes in a software package	Implement updated bus routes Determine if a snow route plan would be beneficial to HCS	Review and monitor bus routes for efficiency. Make changes needed to enhance efficiency.			
	Create a schedule of district vehicle rotation/purchase/retention	A District wide vehicle retention/replacement plan has not been created.	Create and Present vehicle purchase proposal for appropriate district vehicles.	Review and monitor plan			

Department: Maintenance, Finance							
Goal: Improve Facilities and Learning Environment							
Objective: (What is the measure of success?)	Strategies: (What will we do? Can have multiple)	2015-2016 Baseline: (current reality using data)	2016-2017 Year 1 Activities	2018-2019 Year 3 Activities	2020-2021 Year 5 Activities	Project Leader	
Reduce the amount of unmet facility needs in the district by 50 million dollars.	Prioritize work, based on merging Facility Plan, Maintenance Knowledge, and Principal Priority	Set schedule for maintenance work to be done at district level	Publish the order of work to be done. Facility Plan rewritten and approved.	Re-Evaluate the priorities conduct work based on work completed and new information.	Re-Evaluate the priorities conduct work based on work completed and new information.	Steve Steiner	
Reduce Operational cost for the district by \$200,000 dollars over 5 years through Energy Efficiency Projects. (Energy consumption measure)	LED Lighting Project	Set schedule of work for change to LED lighting throughout the schools.	Gym Lighting Projects HCHS/SMS/NS/etc.	Lighting change in Elementary schools	Lighting change in Secondary schools		
	Summer/Short term projects	Window replacements begin Elementary level PPAI lists	Elementary Window replacements continue	Elementary Windows completed	Secondary Window replacement begin		

Ensure all schools will have secured entrances, security cameras, access control, best practice emergency procedures.	- Evaluate security systems. - Evaluate security procedures - Determine Camera needs	- Safety Proposal One:(Install camera system in HCHS, CTE, SMS, NMS. Place Access Control System in CTE.) - Research best practice emergency procedures	- Conduct evaluation of camera system in place and access control system. - Expand access control system at HCHS and additional schools. - Recreate the Emergency Procedure plan for HCS.	- Expand Camera system to Central Academy and Parking Lots. - Evaluate Emergency plan and procedures - Design and Conduct a School Safety field experience for the district. - Expand Bus Camera usage	- Access Control System expanded to all schools. - Re-evaluate Plan and Procedures during emergency situation.	
Upgrade Extracurricular Facilities/Fields	Prioritize work, based on merging Facility Plan, Maintenance Knowledge, and Principal Priority	- Set schedule for maintenance work to be done - Fund athletic projects by line item money	Designated money for Athletic Department to meet needs. Begin work on athletic and extracurricular projects.	Evaluate needs and get work completed for athletic and extracurricular projects.	Evaluate needs and get work completed for athletic and extracurricular projects.	

Department: Public Relations, Health and Wellness							
Goal: Expand Family Engagement & Community Partnerships							
Objective: (What is the measure of success?)	Strategies: (What will we do? Can have multiple)	2015-2016 Baseline: (current reality using data)	2016-2017 Year 1 Activities	2018-2019 Year 3 Activities	2020-2021 Year 5 Activities	Project Leader	
Create accessible information about the use of capital outlay funds	Develop Investing in Excellence Campaign (tracking nickel revenue)	Webpage up 2015 defining how they will be used	Bi-Weekly reports of construction progress including funding for all projects Provide transparent communication of facility strategic plan update	Communicate Facility plan timeline highlighting major projects at each school	Continue to showcase upgrades to buildings, efficiencies in systems and other necessary information	Julie Wischer	
Create a school culture that is embraced and promoted by the Citizens of Henderson County (Embed)	Promote HCS honors, awards, accolades everywhere all the time, including human interest and student stories	publicize school events and celebrations of staff, students and volunteers	utilize new website at the school and district level to promote information to the public	evaluate processes and look for best practices to implement	measure engagement through visioning with the community and family	Cindy Williams	
	Engage school and community to match student needs with volunteer services district wide	standard application process, regular and event based opportunities	special section on the website highlighting volunteer opportunities to offer easier access	Board recognition of volunteers throughout the year	create an event to celebrate the service of volunteers	Cindy Williams	
	Foster an environment that promotes parent/guardian involvement	Promote and support family oriented activities throughout the schools	Work with district office and schools to streamline activities that include more family participation	Build partnerships with community organizations and businesses that serve local families	Work with Community Partners to create family centered events that promote HCS	Cindy Williams	
	Expand communication mediums to reach	Utilize standard press releases, social media, website, ParentLink	Expand social media presence to new mediums	Continue to research best practices and new communication	Evaluate and continue to research best practices and new	Julie Wischer	

	larger, more diverse audiences			tools to implement	communication tools to implement	
	Build a brand identity for the district and each school that clearly defines the look, feel and message of HCS.	Standard logo, mascot types for each school	Develop templates for standard communication vehicles throughout schools and at the district level-develop brand guide for district and schools	Implement brand guide throughout district and work with schools on communication pieces	Evaluate implementation and usage and continue to enforce identity	Julie Wischer
Create a school and community culture that promotes and supports health and well-being for all Citizens of Henderson County	Coordinated School Health (CSH) Council establishes wellness policy goals for nutrition education/promotion, physical activity and physical education.	Evaluate school district policies and procedures using the Wellness School Assessment Tool (WellSAT).	Update policies and procedures based on laws, regulations and best practices in student health identified by the WellSAT.	Continue to update policies and procedures and communicate most current changes.	Continue to update policies and procedures and communicate most current changes.	Nancy Gibson
	Implemented Coordinated Approach To Child Health (CATCH) curriculum in all schools pre-K through 8th grades. Utilize School Health Assessment to establish baseline data with pre-school students.	Assess effectiveness of CATCH initiative through WellNET. Measure the implementation and consistency of the program through data analysis and promotion.	Create a media package to promote implementation and related events across HCS.	Evaluate and monitor effectiveness of plan and revise as needed.	Evaluate and monitor effectiveness of plan and revise as needed.	Nancy Gibson
	Established Community Healthy Henderson Coalition and utilize collaborative needs assessment of	Engage school and community partners to match student and family needs with resources and providers.	Set measurable goals to assess effectiveness of all initiatives and fidelity of programs.	Evaluate and monitor effectiveness of plan and revise as needed.	Evaluate and monitor effectiveness of plan and revise as needed.	Nancy Gibson

	Methodist Hospital and GRADD to develop community and school strategic plan.						
	Utilize Youth Mental Health First Aid grant to train staff, parents and community members in mental health awareness and assistance	Currently, 120 Henderson County staff and community members have received Youth Mental Health First Aid professional development.	Train an additional 200 staff and community members.			Steve Steiner	

Department: Human Resources, Health and Wellness							
Goal: Secure an Exemplary Staff							
Objective: (What is the measure of success?)	Strategies: (What will we do? Can have multiple)	2015-2016 Baseline: (current reality using data)	2016-2017 Year 1 Activities	2018-2019 Year 3 Activities	2020-2021 Year 5 Activities	Project Leader	
Create an Employee Code of Excellence							
	Staff Attendance	1. Establish baseline data for reasons that staff (certified and classified) members are absent including the amount of funding used to cover substitutes. 2. Establish a Task Force to work on reducing the number of staff absences 3. Review current leave/FMLA policies to see if revision is needed. 4. Review current Sick Bank process to see if revision is needed. 5. Review safety training/practices to assure Workers' Compensation claims are minimal.	Implement strategies and ideas generated from Task Force. Revise policies if needed. Enforce policies in place. Publicize Sick Bank process. Emphasize safety practices.	Monitor progress and evaluate the effectiveness of strategies. Adjust where needed.	Reduce the number of absences from ____ to ____ (determined immediately after baseline data is complete). Reduce the amount of money spent from ____ to ____ (determined immediately after baseline data is complete).	Jinger Carter	
	Code of Conduct	Review information received in KASA training to create	1. Develop Code of Excellence for	Monitor and evaluate the effectiveness of the	Code of Excellence is embedded into our	Jinger Carter	

		an outline, (similar to a Table of Contents), of items that should be included in the document by June 30.	HCS-collaborating with Public Relations and keeping all administrators informed of process. It should mirror the district's core values. 2. Introduce the Code of Excellence to employees	Code of Excellence. Revise as needed.	culture and fully functioning.	
	Employee Handbook	Review existing employee handbook and revise as suggested with KSBA guidance.	Incorporate into the Employee Code of Excellence for 2016-2017 school year	Monitor and evaluate the success of HCS Code of Excellence. Make adjustments as needed.	Have a comprehensive handbook that informs employees expectations of being a Henderson County Schools team member.	Jinger Carter

Develop HR Guidelines for hiring, retaining, and engaging employees	Review hiring and onboarding process of new full time employees	Review current process to assure maximum efficiency from hiring to day one of job.	Implement new recommendations created in working with the PIPE grant training.	Monitor and evaluate progress. Make changes as needed.	Monitor and evaluate progress. Make changes as needed.	Jinger Carter
	Review hiring and onboarding process of new substitute employees	Review current process to assure maximum efficiency from hiring to day one of job.	Implement new recommendations created in working with the PIPE grant training.	Monitor and evaluate progress. Make changes as needed.	Monitor and evaluate progress. Make changes as needed.	Jinger Carter

	Review staffing guidelines for special education employees	Review current guidelines, participate in PIPE grant to learn and understand the process format	Implement new recommendations created in working with the PIPE grant training.	Monitor and evaluate progress. Make changes as needed.	Monitor and evaluate progress. Make changes as needed.	Jinger Carter
	Review classified staffing formula and evaluations	Review current guidelines and participate in PIPE grant training to learn and understand the process format	Implement new recommendations created in working with the PIPE grant training.	Monitor and evaluate progress. Make changes as needed.	Monitor and evaluate progress. Make changes as needed.	Jinger Carter
	Develop a yearly health and wellness plan for employees of HCS	Assess current activities in place and form an outline for moving forward	Implement yearly health and wellness plan for HCS, using PR Department to help advertise internally and externally.	Monitor and evaluate the success of the Health and Wellness Plan-make adjustments as needed	Have a fully functioning Health and Wellness Plan for all HCS employees	Adrienne Cruse
	Review Staff Ultimate Challenge	Complete 2015-2016 scheduled activities for HCS Ultimate Challenge. Administer survey to gain insight on staff satisfaction of activities provided.	Develop and communicate the Staff Ultimate Challenge for 2016-2017 school year	Monitor and evaluate the success of HCS Ultimate Challenge. Make adjustments as needed.	Have a well balanced program that offers a variety of options for employees and schools to become involved in throughout the 2020-2021 school year.	Nancy Gibson

