

# **Hamilton County School District**



## **STRATEGIC PLAN**

**2021-2023**

**THE SCHOOL BOARD OF  
HAMILTON COUNTY, FLORIDA**

**Mission Statement**  
**“Ensuring a successful future for every student”**

**Board Goals**

Promote high scholastic performance with a career focus

Provide a safe learning and working environment

Apply sound business management practices at all levels

Support active partnerships that achieve school improvement

Establish an effective system for internal and external communications

Provide sufficient classrooms, facilities and transportation systems

**2021-2023**  
**STRATEGIC PLAN**  
**THE HAMILTON COUNTY SCHOOL BOARD:**  
**GOALS, OBJECTIVES, PLAN OF ACTION**

**GOAL 1**

***PROMOTE HIGH SCHOLASTIC PERFORMANCE WITH A CAREER FOCUS.***

**A. Objective:**

Improve test scores, which reflect higher levels of proficiency and student performance in areas of reading, writing, mathematics and science as required by Florida's Benchmarks for Excellent Student Thinking (B.E.S.T.) Standards and Next Generation Sunshine State Standards (NGSSS).

**Strategies:**

Provide each school site the appropriate Florida's Benchmarks for Excellent Student Thinking (B.E.S.T.) Standards and Next Generation Sunshine State Standards (NGSSS) Item Formats and Assessment Schedule by Benchmark in Reading, Writing, Mathematics, and Science.

1. Adopt research-based state approved textbooks and curriculum that currently covers the Next Generation and Florida B.E.S.T. Standards in Reading, Writing, Mathematics, Science and Social Studies.

2. Provide acceleration or intervention classes for at-risk students not meeting the specified acceptable achievement level of the Florida B.E.S.T. Standards appropriate for the student's grade level as specified by 1008.22, Florida Statutes.
3. Utilize technology to enhance acceleration of student performance and progress monitoring of all students.
4. Implement classroom walk throughs.
5. Implement standards-based instructional pacing guides and standards-based assessments at all schools.
6. Target high performing students in Reading, Science, Writing, and Math to maintain achievement levels by providing opportunities for acceleration through on campus and on-line courses.

**B. Objective:**

Increase the high school graduation rate and reduce the district's dropout rate.

**Strategies:**

1. Continue to counsel students and parents in developing four-year plans and reassess, as needed or when students fall behind, to refocus on options to get back on grade level and to graduate.
2. Offer Credit Recovery Program and/or other credit recovery options to help students get back on grade level.
3. Offer remediation assistance and classes to assist students to pass the FSA/EOC as mandated by Department of Education.
4. Offer student transition meetings between schools.
5. Ensure compliance with district's truancy policy and procedures.
6. Oversee district dropout data collection and verification to ensure reporting consistency and accuracy.
7. Ensure that school or district personnel interview students who are withdrawing from school to identify obstacles and to explore alternatives.

**C. Objective:**

Ensure that appraisal of student performance is consistent with state standards for student achievement.

**Strategies:**

1. Testing instruments used to measure student performance will be aligned with the FSA / FSAA and Florida B.E.S.T Standards / Access Points appropriate for the student's grade level as specified by 1008.22, Florida Statutes.
2. Diagnostic and progress monitoring assessments will be implemented for all students. Based on these assessments, appropriate interventions will be employed.
3. Implement progress monitoring assessments for ELA, science, writing, and math as related to FSA, FSAA, and Florida B.E.S.T Standards.

4. Ensure that Multi-Tiered System of Support (MTSS) is carried out with fidelity.

**D. Objective:**

Increase student participation and diversity in advanced courses and programs of study.

**Strategies:**

1. Continue to offer the maximum number of dual enrollment and advanced placement courses on campus during the student day as possible. These are weighted courses in calculating the grade point average.
2. Continue the BETA Club at Hamilton County High School to continue to raise the level of expectation for student achievement. Continue to support the Beta Club's involvement in state and national activities.
3. Continue counseling to encourage students to take the highest level of courses appropriate, including dual enrollment and advanced placement courses.
4. Conduct an analysis of advanced placement courses on an annual to determine viability of student performance and pass rate of course.

**E. Objective:**

Advance the district-wide career development plan to coordinate with appropriate courses for all students.

**Strategies:**

1. Continue to serve all middle and high school students, including special populations, by providing career exploration in the computer career resource labs, career area presentations in classrooms, and career fairs.
2. Provide guidance personnel to individually coordinate student career goals, academic histories and four-year planners with appropriate course work.
3. Develop and maintain Career Pathways articulation agreements with post-secondary schools that specify high school course work needed for specific programs, support dual enrollment coursework, offer the opportunity to earn college credit by examination, and offer industry certification tests aligned to appropriate courses.
4. Incorporate career studies and scholarship opportunities in all career and technical programs appropriate to each career field and enlist business partners in evaluation of vocational programs.
5. Develop and implement career orientation/explorations goals for elementary children.
6. Fully implement Science, Technology, Arts, Engineering, and Math (STEAM) at both district schools as funding becomes available.

**F. Objective:**

Target professional learning and training opportunities for district-wide personnel.

**Strategies:**

1. Continue to do an annual "needs assessment" with instructional personnel to identify areas of professional learning needs.

2. Review individual professional learning plans to determine needs for staff development.
3. Monitor individual professional learning plans to ensure that personnel are focusing on completing the activities specified in their plan.
4. Continue to work with other agencies such as DOE, ISRD, NEFEC, DCF, Beacon Education, and FDLRS, College Board, and private providers to offer needed staff development activities.
5. Prioritize identified teachers needing Reading Endorsement or certification and work with appropriate agencies to secure Reading Endorsement and other legislatively mandated reading professional learning requirements as quickly as possible to meet state and federal guidelines.
  - i. Ensure teachers providing Tier 3 reading interventions meet Reading Endorsement/Certification requirements.
  - ii. Ensure teachers complete legislatively mandated professional learning requirements in reading within the specified timelines.
6. Provide staff development for standards based formative and summative assessments as a progress monitoring tool and how to use the assessment data as a resource for instructional planning.
7. Ensure teachers are certified and meet ESOL requirements for course assignments.

**G. Objective:**

Provide academic and workforce development opportunities for adults.

**Strategies:**

1. Provide academic assessment for placement in a prescriptive curriculum, GED/ABE instruction, and TABE testing for employment and/or post-secondary education.
2. Aggressively seek advertising strategies to expand the adult education program to more community members.

**H. Objective:**

Increase the percentage of graduates attending post-secondary institutions.

**Strategies:**

1. Continue to maintain accreditation with the COGNIA for Hamilton County High School.
2. Continue to counsel students in high school course selection to meet enrollment criteria for college programs. Encourage college preparatory curriculum, dual enrollment, and advanced placement courses in four-year plans as appropriate. Expand dual enrollment course offerings and expand advanced placement courses.
3. Continue to seek and encourage business partnerships, community involvement and-the Hamilton County Education Foundation, Inc. to support K-12 academic programs.
4. Continue to maintain articulation agreements with Florida Gateway College and North Florida College that guarantee slots in college programs and/or allow students to earn college credits by examination while still in high school.
5. Encourage students to take appropriate testing required for college entrance. Continue to offer the Post Education Readiness Test regularly at Hamilton County High School.

Continue to offer the ACT two (2) times a year at HCHS. Offer SAT two (2) times per year and offer the SAT one (1) time a year to eleventh graders on our SAT School Day administration. Hamilton County High School also offers to grades 8<sup>th</sup> and 9<sup>th</sup> PSAT and to grade 10<sup>th</sup> and 11<sup>th</sup> PSAT/NMSQT.

6. Continue counseling services to assist students with the college application process, assistance in college selection and applications for financial aid. Continue to work with Talent Search and other programs assisting in college visitation.
7. Provide a mentoring program for targeted students.

**I. Objective:**

Implement school-wide reading programs at each school.

**Strategies:**

1. Continue reading programs at Hamilton County High School grades 7 -8 using Reading Plus-for reading intervention and as a college preparatory computer reading program for FSA 3, 4, and 5 level students.
2. Continue the implementation of research-based instruction strategies in all grades.
3. Continue Accelerated Reading Program, iReady, and Performance Matters at both schools as funding remains available.
4. Aggressively seek grant funding to assist with ongoing costs of reading programs at both schools.

**J. Objective:**

Provide career and technical education programs that lead to career opportunities and/or post-secondary education.

**Strategies:**

1. Continue to provide funds for state-of-the-art equipment, materials and supplies for all career and technical education program areas and to maintain appropriate facilities.
2. Develop and maintain Career Pathways and other articulation agreements with post-secondary schools.
3. Utilize business partners in advisory councils for career and technical education program evaluation and improvement.
4. Provide cooperative education opportunities in each career and technical education program area.
5. Monitor state and local occupational forecasting of employment opportunities to guide students in career selection.
6. Market career and technical education programs and post-secondary articulation agreements in classrooms and in the community, offer appropriate industry certification tests, and provide opportunities for students to qualify for Ready to Work certification.
7. Continue to partner with Riveroak Technical College to provide dual enrollment technical program opportunities for students at Hamilton County High School.

**GOAL 2**  
***PROMOTE A SAFE LEARNING AND WORKING ENVIRONMENT***

**A. Objective:**

Provide a safe, drug-free, non-violent school/work environment by the use of educational programs, equipment, handbooks, the Code of Conduct, and emergency management plans.

**Strategies:**

1. Develop and implement mental and emotional health, substance use and abuse, and child trafficking prevention instruction as required by state mandates.
2. Continue to provide a district wide safety committee organized to annually assess the effectiveness of safety measures within the district through the completion of the Florida Safe Schools Assessment Tool (FSSAT).
3. Continue to provide a school resource officer for each school campus.
4. Implement Global Positioning System tracking and/or routing software on all school buses and seek WiFi Video Download systems to increase efficiency in managing daily video footage related to transportation.
5. Continue to provide initial and refresher CPI training to staff at each school.
6. Continue pre-employment drug testing.
7. Provide Youth Mental Health First Aid training to all employees in the district in order to better identify signs and symptoms of potential mental health disorders and to ensure that appropriate measures are taken for assisting students experiencing mental health challenges.
8. Obtain Guardian training for security monitors employed by the district to allow for open carry of weapons on campus.
9. Ensure security drills are conducted on the required calendar basis and that staff is provided detailed information for implementation of actions to also include access and guidance on the use of a mobile device panic button.
10. Continue to implement a single-entry control point designed to monitor all ingress and egress traffic flow.
11. Maintain school-based and district-created threat assessment teams trained under the state adopted comprehensive school threat assessment guidelines to provide a problem-solving approach to violence prevention that involves assessment and intervention of students who have threatened to harm others in some manner.
12. Encourage "See Something, Say Something" through the use of our state provided suspicious activity reporting tool, FortifyFL.

**B. Objective:**

Provide for a systematic review of the Code of Student Conduct at each school site.

**C. Objective:**

Continue to update a current Crisis and Emergency Plan for each school site.

**Strategies:**

1. Meet annually with all school, county, city, sheriff, and emergency officials to modify/update district crisis plan.
2. Aggressively seek grants that will allow the district to implement all components of the crisis management plan.
3. Fully comply with the National Incident Management Systems (NIMS) crisis plan in order to receive federal safety funds.
4. Train all administrators in the FEMA Emergency Planning Program.
5. Continue to provide and update backpacks with supplies for safety teams at each site.
6. Encourage stakeholder involvement and input through monthly safety advisory council meetings.
7. Provide staff with online access to crisis and emergency plans through our Emergency Response information Portal program.

**GOAL 3**

***APPLY SOUND BUSINESS MANAGEMENT PRACTICES AT ALL LEVELS***

**A. Objective:**

Employ sound financial practices that promote a debt free system with an adequate fund balance.

**Strategies:**

1. Achieve and maintain an unassigned fund balance ratio of 4%.
2. Achieve and maintain adequate reserves for terminal leave payouts, economic downturns/recession, FTE declines, loss of voted operating millage, and other unforeseen events.
3. Review staff needs annually with district and school staff to determine hiring priorities based on the most recent data and student enrollment.
4. Continue providing on-site personnel ~~at schools~~ to manage internal fund collections and expenditures.
5. Coordinate with Special Programs the use of grant funding to maximize services for students.
6. Continue truancy services to ensure the maximum FTE for each survey period.

**B. Objective:**

Employ and retain high-quality personnel.

**Strategies:**

1. Implement a competitive instructional salary schedule and performance pay plan to attract quality instructional personnel to our district.
2. Participate in job recruitment fairs sponsored by Colleges of Education and NEFEC when feasible.



3. Implement a competitive administrative salary schedule to retain and recruit quality applicants when vacancies become available.

**C. Objective:**

Provide a fair, equitable and competitive salary schedule.

**Strategies:**

1. Prepare an annual comparison of surrounding districts to determine the average salary plus benefits of instructional, non-instructional, and administrators.
2. Reach and maintain a salary schedule that meets or exceeds the average.

**D. Objective:**

Continue minority recruitment efforts.

**Strategies:**

1. Distribute education graduate lists for recruitment and attend recruitment fairs when feasible.
2. Maintain a current file of minority applicants, have supervisors utilize the list of minority applicants on file, and certify that they have made every effort to hire a qualified minority applicant prior to recommendation of an applicant for an instructional position.
3. Maintain contract with Minorities and Success for access to unlimited job posting on minority media to assist with recruitment to the district pending available grant funding.

**E. Objective:**

Review and rewrite Strategic Plan.

**Strategies:**

1. Annually review the current Strategic Plan for revisions and updates to meet current needs.
2. Create objectives and strategies for the Strategic Plan with a 3-year vision to determine anticipated needs.

## **GOAL 4**

### ***SUPPORT ACTIVE PARTNERSHIPS THAT ACHIEVE SCHOOL IMPROVEMENT***

**A. Objective:**

Promote active business and community partnerships that effectively meet the needs of students, businesses and the community.

**Strategies:**

1. Continue participation and recognition of business partners on school advisory council, clubs, and athletics.
2. Promote interaction of community in mentoring with students.
3. Encourage and solicit community interest in scholarship awards program.
4. Continue quarterly meetings with Superintendent and retired employees and pastors to provide additional avenues of communication with the public.

**B. Objective:**

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Expand parental, community, businesses and district involvement in educational and school environment issues.

**Strategies:**

1. Initiate many special projects through the School Advisory Council. Examples: safety on campuses, academic awards banquet, campus beautification projects, etc.
2. Continue to promote community business involvement in clubs and athletics. Examples: FFA, Beta Club, Boy Scouts, Girl Scouts, Hamilton Youth Soccer, Youth Football, and others.
3. Continue to support the Volunteer Program district-wide.
4. Continue to offer and expand staff participation in the United Way funding program.

**GOAL 5**

***ESTABLISH AN EFFECTIVE SYSTEM FOR INTERNAL AND EXTERNAL COMMUNICATIONS***

**A. Objective:**

Provide timely and accurate external communication between the school system and the community.

**Strategies:**

1. Ensure the school and district websites are current with calendar events and other pertinent information for personnel, parents, students, and community members.
2. Provide parent workshops to parents and students throughout the school year to assist parents with raising children to be successful in school.
3. Provide family night programs sponsored by a specific grade level(s). Parents will have an opportunity to visit with their child's teacher and receive hands on guidance with grade level work.
4. Provide School Advisory Council meetings throughout the school year at school and/or in areas around the community.
5. Continue to provide parent conference nights.
6. Continue to provide a Meet the Teacher at all schools at the beginning of each school year.
7. Make available annual school-based report cards provided by DOE.
8. Make available annual school based Annual Measurable Objectives (AMO).
9. Schedule interdepartmental meetings within and between the schools to discuss curriculum, text books, discipline, safety, and share best practices each year.
10. Schedule committee meetings, which will consist of administrators, teachers and noninstructional staff to discuss custodial services and food service each year.

11. Provide opportunities for parent meetings with administrators and instructional staff at the semester with a focus on students in grades 6, 8, and 12.

**B. Objective:**

Provide timely and accurate two-way internal communication.

**Strategies:**

1. Continue to use written memos and emails to communicate with personnel.
2. Continue to hold monthly staff and teaching and learning meetings with all administrators in the district.
3. Continue the use of two-way radios as a method of communication between key applicable individuals on each school campus.

**GOAL 6**

***PROVIDE SUFFICIENT CLASSROOMS, FACILITIES AND TRANSPORTATION SYSTEMS***

**A. Objective:**

Identify and pursue reliable and sufficient revenue sources.

**Strategies:**

1. Identify all funds available for capital projects.
2. Coordinate identified projects with restrictions on use of capital projects funds.
3. Prepare both annual and long-range budget according to coordinated plan.

**B. Objective:**

Update and implement the District Five-Year Plan annually.

**Strategies:**

1. Continue to seek input from school level administrators concerning priorities for the five- year plan.
2. Submit to the Department of Education an updated five-year plan by October 1<sup>st</sup> of each year.
3. Include community members, as possible, with review of five-year plan on an annual basis.
4. Continue to use funding to replace 8 – 10 buses on a 5-year rotation basis.

**C. Objective:**

Provide adequate permanent classroom space for PK-12.

**Strategies:**

1. Annually update the Florida Inventory of School Housing (FISH) report.
2. Yearly monitoring of student count verses satisfactory student stations as per FTE count and FISH reports.

**D. Objective:**

Retrofit all identified spaces with appropriate technology infrastructure using wired or wireless configurations.

**Strategies:**

1. Further identify classrooms in the district that need to be retrofitted for wireless communication as per district technology committee recommendations.
2. Establish and maintain wireless communication between all schools.

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3. Continue to aggressively seek technology grants for future technology communication within the district.
4. Update security cameras and PA systems to meet the safety and communication needs of the district.

**E. Objective:**

Maintain all district-owned facilities.

**Strategies:**

1. Utilize America Recovery/ESSER funding opportunities for the upgrading and maintaining of all district-owned equipment and district facilities in consultation with board appointed engineers.
2. Provide additional playground equipment for HCES as funding becomes available.
3. Replace signage at the campus entrance.
4. Continue to upgrade the LED exterior lighting at HCHS.
5. Repair sidewalks on HCHS campus.
6. Continue observation of furniture and facilities of HCES to determine additional damage from flooding of building in 2018.
7. As funding becomes available, construct a facility on the Hamilton School District campus for relocation of the Transportation Department.

Invest in an electronic storage platform for all records requiring long-term or permanent retention