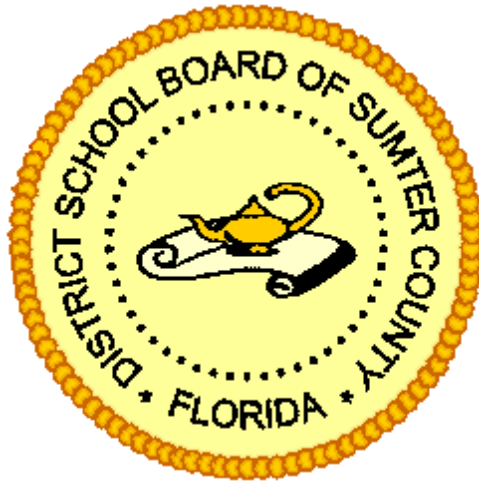


Sumter County School District

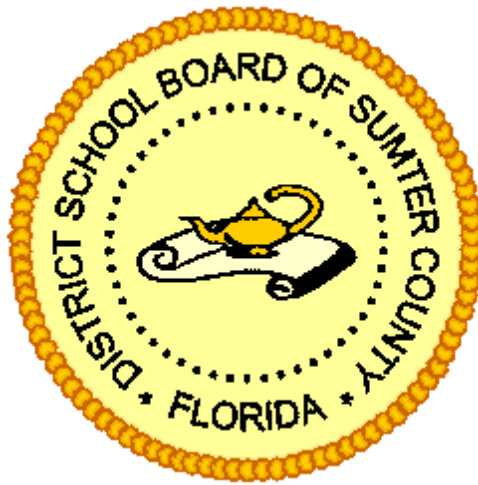
**Strategic Plan
For Continuous
Improvement
2021-2025**



Richard A. Shirley
Superintendent

**Strategic Plan for Continuous
Improvement 2021-2025**

**Sumter County
School Board**



**Richard A. Shirley
Superintendent**



**2021-2025
Strategic Planning Team**

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Strategic Plan 2021-2025

Vision Statement

Preparing the Next Generation Today!

Mission Statement

The Sumter School District is committed to providing a rigorous and relevant standards-based education in a safe environment. Through a partnership of students, parents, staff and community, students are given the opportunity to reach their full potential as lifelong learners and contributing members of society.

Belief Statements

- ◇ Everyone can learn.
- ◇ The uniqueness of all students is valued.
- ◇ The focus of education is to prepare students for success in a global society.
- ◇ All students deserve fairness, respect, encouragement, and recognition for achievement.
- ◇ High standards and clear expectations foster a culture of achievement.
- ◇ Education enhances quality of life and empowers people.
- ◇ All stakeholders are accountable for educational outcomes.
- ◇ Family and community share responsibility for the development of all children.

Parameters

- ◇ We will not compromise our commitment to safety and excellence.
- ◇ Major decisions will take into account available input from stakeholders.
- ◇ We will not tolerate harassment, prejudice, or discrimination.
- ◇ We will maintain the strategic plan as a vital consideration for all decisions.
- ◇ Decisions are based on the needs and best interests of each student.
- ◇ We will monitor and evaluate our endeavors to ensure effectiveness using available data sources to make the best decisions for continuous improvement.

Objectives

All Sumter County Students will:

- ◇ Attend schools in which safety is a major part of the school culture.
- ◇ Excel in a challenging academic environment.
- ◇ Graduate college or career ready.
- ◇ Be responsible contributing citizens of their local and global communities.

Strategies

ACADEMIC EXCELLENCE

- Strategy 1** Ensure every student has daily engagement with complex, grade appropriate curriculum.
- Strategy 2** Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment.

SCHOOL AND STUDENT SUPPORT

- Strategy 3** Expand outreach and engagement efforts to drive parent and family involvement in schools and district initiatives.
- Strategy 4** Provide social, emotional, and behavioral supports.
- Strategy 5** Increase district-wide technology support.

SCHOOL SAFETY

- Strategy 6** Provide safe and secure school facilities and transportation.

STAFF EXCELLENCE

- Strategy 7** Recruit and retain highly effective teachers.
- Strategy 8** Foster a professional environment of growth and learning for all educational personnel.

Board Commitment Statements

The Board is committed to a responsive budgeting process that links the District's goals and objectives with appropriate resources. The Board is further committed to maintain a minimum 5% fund balance level as a "rainy day" reserve with the ultimate goal being to increase the fund balance until the annual Tax Anticipation Note (TAN) loan is unnecessary.

Review Process

The Strategic Plan will be reviewed annually. The review process has three purposes: to make any necessary changes in the original plan; to coordinate the Strategic Plan with the budget process ensuring yearly priorities align with the current budget; and to reaffirm the Board's commitment to the Strategic Plan.

Strategy 1

Ensure every student has daily engagement with complex, grade appropriate curriculum.

Performance Indicator

Maintain an “A” District rating

Theory of Action

If we put systems in place to monitor and support high quality, rigorous, and relevant curriculum and instruction, achievement gaps based on race, ethnicity, exceptional education and economic status will be eliminated.

Action Plans

- 1.1 Achievement Gap
- 1.2 Early Intervention
- 1.3 Evidence-Based Instructional Delivery Model

Every great achievement was once impossible

~Anonymous

STRATEGIC PLAN 2021-2025

ACTION PLAN – Achievement Gap

1.1

Assigned to: Senior Director, Curriculum and Instruction

Strategy 1: Ensure every student has daily engagement with complex, grade appropriate curriculum.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Monitor and support the utilization of accommodations, modifications and/or interventions to address individualized student needs.	X	X	X	X
2	Implement a systematic progress monitoring plan and assessment calendar.	X	X	X	X
3	Expand opportunities for students to engage in real-world learning activities.	X	X	X	X
4	Utilize Professional Learning Communities to review curriculum, instruction and assessment.	X	X	X	X
5	Utilize school-based Acceleration Teams to monitor student data, identify individual learning needs, and provide the interventions and acceleration strategies needed to close the learning gap.	X	X	X	X

Measures:

- Annual IEP Review – review goals
- District Assessment Calendars
- PLC Agendas and Lesson Plans
- MTSS Data – Student Specific
- ESOL – Assess for ELL's Data and Annual Plans
- 504 Plans for Accommodations

Assigned to: Senior Director, Curriculum and Instruction

Strategy 1: Ensure every student has daily engagement with complex, grade appropriate curriculum.

Action Step #	Cost Factor	New Cost	Funding Source
4	Teacher salaries and substitute teacher costs	\$10,000.00	Title I, Title II & ESSER
5	Academic Resource and Interventionist teachers on special assignment (16) Salaries and Benefits	\$1,158,669.00	ESSER

STRATEGIC PLAN 2021-2025

ACTION PLAN – Early Intervention

1.2

Assigned to: Senior Director, Curriculum and Instruction

Strategy 1: Ensure every student has daily engagement with complex, grade appropriate curriculum.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Provide K-2 acceleration programs focused on reading and math.	X	X	X	X
2	Provide training on early childhood standards.	X	X	X	X
3	Implement a district assessment for progress monitoring that aligns with state standards.	X	X	X	X
4	Provide professional development on acceleration and intervention strategies.	X	X	X	X

Measures:

- Professional Development Records
- STAR and iReady Reports
- Attendance Records
- Acceleration Program Plans

COST ANALYSIS – Early Intervention**1.2**

Assigned to: Senior Director, Curriculum and Instruction

Strategy 1: Ensure every student has daily engagement with complex, grade appropriate curriculum.

Action Step #	Cost Factor	New Cost	Funding Source
4	Teacher salaries, consultant costs, travel and substitute teacher costs	\$25,000	Title I Title II

STRATEGIC PLAN 2021-2025

ACTION PLAN – Evidence-Based Instructional Delivery Model

1.3

Assigned to: Senior Director, Curriculum and Instruction

Strategy 1: Ensure every student has daily engagement with complex, grade appropriate curriculum.

ACTION STEP

			21-22	22-23	23-24	24-25
1	Ensure all teachers receive Learning Focused Solutions (LFS) and Advancement via Individual Determination (AVID) training.		X	X	X	X
2	Monitor and support the implementation of LFS and AVID strategies.		X	X	X	X
3	Provide opportunities and support for districtwide articulation to address curriculum mapping and assessments for all tested courses.		X	X	X	X
4	Provide support for teachers to collaborate in planning lessons that incorporate state standards.		X	X	X	X

Measures:

- Professional Development Records
- Curriculum Maps
- Assessment Calendars
- Walkthrough Reports

Assigned to: Senior Director, Curriculum and Instruction

Strategy 1: Ensure every student has daily engagement with complex, grade appropriate curriculum.

Action Step #	Cost Factor	New Cost	Funding Source
4	Two teachers on special assignment for Curriculum	\$141,000.00	ESSER

Strategy 2

Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

Performance Indicator

All students upon graduation will have a focused pathway

Theory of Action

If we engage students in a focused career path, stakeholders will make informed decisions to increase focused pathways, virtual completion rate, graduation rate, and implement employability skill instruction.

Action Plans

- 2.1 Career Services
- 2.2 Virtual Options
- 2.3 Graduation Rate
- 2.4 Work-Based Learning
- 2.5 Employability Skill Instruction

One important key to success is self-confidence. An important key to self-confidence is preparation.

~Arthur Ashe

STRATEGIC PLAN 2021-2025

ACTION PLAN – Career Services

2.1

Assigned to: Supervisor, Career Technical and Adult Education

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Establish a Career Technical Education (CTE) Program Specialist to provide Career Services to students 6-12 and assist with development of a career plan for every student grade 8.		X	X	X
2	Monitor student development and modification of career plans with fidelity for students enrolled in CTE courses.	X	X	X	X
3	Provide more post-secondary exploration opportunities in Middle and High School.	X	X	X	X
4	Expand career planning opportunities K-12.	X	X	X	X

Measures:

- Hiring of CTE Specialist
- Completion of career plans
- My Careershine career days
- Annual post-secondary articulation agreements
- Career days
- Post-secondary school visits
- Galaxy career days
- Lesson plans documenting career planning

COST ANALYSIS – Career Services

2.1

Assigned to: Supervisor, Career Technical and Adult Education

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

Action Step #	Cost Factor	New Cost	Funding Source
1	CTE Program Specialist (2022-23)	\$79,000.00 Salary with benefits	To Be Determined
3	Career Fairs, Hiring Fairs, Field Trips to Post-Secondary Institutions	\$5000.00 Year	Perkins CAPE

STRATEGIC PLAN 2021-2025

ACTION PLAN – Virtual Options

2.2

Assigned to: Specialist, School Choice

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

ACTION STEP

			21-22	22-23	23-24	24-25
1	Develop a manual for parents, students and staff on Sumter Virtual Franchise procedures		X			
2	Monitor teacher involvement to ensure expectations are met		X	X	X	X
3	Utilize graduation coach to ensure proper placements and completions in virtual courses			X	X	X

Measures

- Virtual Manual
- Monthly teacher meeting agendas
- Logs from FLVS LMS
- Graduation Coach data on virtual students

COST ANALYSIS – Virtual Options**2.2**

Assigned to: Specialist, School Choice

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

Action Step #	Cost Factor	New Cost	Funding Source
1	Printing	500.00	00840 Virtual

STRATEGIC PLAN 2021-2025

ACTION PLAN – Graduation Rate

2.3

Assigned to: Coordinator, Accountability & Research for Secondary Programs

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

ACTION STEP

		21-22	22-23	23-24	24-25
1	Create a District Level Graduation coach who works with all schools who serve grade 8 or higher	X			
2	Utilize the Project 10 data in addition to the Early Warning System (EWS) indicators to develop a plan that identifies students not on track for graduation who are enrolled in grades 10-12	X			
3	Utilize the Project 10 data in addition to the Early Warning System (EWS) indicators to develop a plan that identifies students not on track for graduation while enrolled in 8-9 grade	X			
4	Implement individualized graduation plans for students not on track as early as 9th grade utilizing interventions as well as the 18-credit option.	X			
5	Review the percentage of on time for graduation students per cohort, dropout rate per cohort and graduation rate.	X	X	X	X
6	Provide for continuation of the plan and services based upon the continued funds available.		X	X	X

Measures

- Hiring of Graduation Coach
- Reduced percentages of not-on-time graduation students per cohort
- Reduced percentages of dropouts per cohort
- Graduation Rate

COST ANALYSIS – Graduation Rate

2.3

Assigned to: Coordinator, Accountability & Research for Secondary Programs

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

Action Step #	Cost Factor	New Cost	Funding Source
1	Graduation Coach	\$79,000.00	ESSER

STRATEGIC PLAN 2021-2025

ACTION PLAN – Work-Based Learning

2.4

Assigned to: Supervisor, Career Technical and Adult Education

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

ACTION STEP

		21-22	22-23	23-24	24-25
1	Offer OJT/Cooperative Education in all eligible Career Technical Education (CTE) programs.		X	X	X
2	Establish Pre-apprenticeship and Apprenticeship programs with participating employers in programs with high demand workforce needs.	X	X	X	X
3	Expand job shadowing opportunities grades 8-10.	X	X	X	X
4	Strengthen articulation agreements with post-secondary institutions.		X	X	X
5	Explore the conversion of existing course sequences that offer no industry certification or work based- learning to a more career preparatory focus. (ex. Music, Art, Athletics)		X	X	X

Measures

- Student Progression Plan (SPP) and course offerings
- SPP/CTE Program Guide
- Articulation Agreement
- Master Schedules/SPP
- Memorandums of Understanding

COST ANALYSIS – Work-Based Learning

2.4

Assigned to: Supervisor, Career Technical and Adult Education

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

Action Step #	Cost Factor	New Cost	Funding Source
3	Substitutes and transportation for job shadowing visits	\$5000 year	Perkins CAPE

STRATEGIC PLAN 2021-2025

ACTION PLAN – Employability Skills

2.5

Assigned to: Supervisor, Career Technical and Adult Education

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

ACTION STEP

		21-22	22-23	23-24	24-25
1	Appoint a district committee composed of teachers, administrators, business partners and district staff to oversee implementation and evaluation of employability skills instruction.	X			
2	Select a supplemental employability skills curriculum for a 180 day school year for grades 6-12.		X		
3	Develop a curriculum map/schedule for instruction for this curriculum and revise annually.		X	X	X
4	Provide PD for teachers upon the implementation of the curriculum.		X		
5	Provide PD for new teachers on the curriculum thereafter.		X	X	X
6	Evaluate effectiveness of the curriculum implementation on student skills and mindset.			X	X

Measures

- Agendas/Minutes
- Curriculum
- Curriculum Maps
- PD Calendar
- Results of Employability Skills test
- Lesson Plans

Assigned to: Supervisor, Career Technical and Adult Education

Strategy 2: Engage students in a focused pathway to prepare them for post-secondary enrollment, military enlistment, or workforce employment

Action Step #	Cost Factor	New Cost	Funding Source
2	Supplemental employability skills curriculum (22-23)	\$8000.00	6-12 Perkins
3	Employee supplements for curriculum development (22-23)	\$1500.00	6-12 Perkins

Strategy 3

Expand outreach and engagement efforts to drive parent and family involvement in schools and district initiatives.

Performance Indicator

An increase in the number of opportunities for parent engagement and family participation rates.

Theory of Action

If parents are involved with their children's schools, the partnership is most likely to improve student learning.

Action Plan

3.1 Family Engagement

At the end of the day, the most overwhelming key to a child's success is the positive involvement of family.

~Jane D. Hull

STRATEGIC PLAN 2021-2025

ACTION PLAN – Family Engagement

3.1

Assigned to: Director, Elementary Education

Strategy 3: Expand outreach and engagement efforts to drive parent and family involvement in schools and district initiatives.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Implement a Parent and Family Engagement Plan at both the school and district level.	X	X	X	X
2	Assess schools to determine family involvement needs.	X	X	X	X
3	Match resources to individualized school needs.	X	X	X	X
4	Strengthen and expand resources for families through electronic and print communication.	X	X	X	X
5	Expand recognition programs that celebrate family parent involvement at both the school and district level.	X	X	X	X

Measures:

- Parent and Family Engagement Plans
- Title I Needs Assessment and Parent Survey
- Electronic and Print Communications
- Parent Engagement Sign-in Sheets and Agendas
- School Activity Calendars

Strategy 4

Increase social, emotional, and behavioral supports

Performance Indicator

Reduction of students' time out of class due to Baker Acts, out of school suspensions and poor attendance.

Theory of Action

Sumter Schools will build educator capacity and district supports creating a culture of safety and wellness for all staff and students.

Action Plans

- 4.1 Pre-Kindergarten/Primary SEL Focus
- 4.2 Positive Behavior Interventions & Supports (PBIS)
- 4.3 School Culture Plans
- 4.4 Embedded Social Emotional Learning (SEL)
- 4.5 Mental Health Services
- 4.6 Employee Wellness

You don't have to see the whole staircase, just take the first step

~Martin Luther King, Jr.

STRATEGIC PLAN 2021-2025

ACTION PLAN – PreKindergarten/Primary SEL Focus

4.1

Assigned to: Title I Director / Pre-Kindergarten Office

Strategy 4: Increase social, emotional, and behavioral supports.

ACTION STEP

			21-22	22-23	23-24	24-25
1	Review current programs and usage/explore new programs to increase connections and collaboration in PreKindergarten and Primary classrooms.		X	X		
2	Provide related professional development			X	X	
3	Review program effectiveness			X	X	X
4	Modify or change program as needed, based on effectiveness				X	X

Measures:

- Targeted Walk-through data
- Training logs
- Professional Learning Community (PLC) agendas (anecdotal data)

Assigned to: Title I Director/Pre-Kindergarten Office

Strategy 4: Increase social, emotional and behavioral supports

Action Step #	Cost Factor	New Cost	Funding Source
1	Training, materials, supplies	\$2000.00	Mental Health Assistance Allocation Plan

STRATEGIC PLAN 2021-2025

ACTION PLAN – Positive Behavior Interventions & Supports (PBIS)	4.2
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Assigned to: Director, ESE

Strategy 4: Increase social, emotional, and behavioral supports.

ACTION STEP

		21-22	22-23	23-24	24-25
1	PBIS Training	X	X	X	X
2	Train school leadership in use of data for program evaluation	X	X	X	X
3	Review quarterly school based discipline	X	X	X	X
4	Update PBIS school plan based on discipline data	X	X	X	X
5	Conduct quarterly PBIS coaches meeting	X	X	X	X
6	Conduct monthly PBIS school team meeting	X	X	X	X
7	Share PBIS quarterly data with school staff	X	X	X	X

Measures:

- Training logs
- School discipline data
- PBIS School Plans (as part of School Culture Plan)
- Coaches meeting agendas
- School Climate Surveys
- School PBIS team meeting agendas

STRATEGIC PLAN 2021-2025

ACTION PLAN – School Culture Plans

4.3

Assigned to: Director, Student Services

Strategy 4: Increase social, emotional, and behavioral supports.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Each school will submit annually an updated School Culture Plan which includes a section for : <ul style="list-style-type: none">• Attendance• Mentoring• Social and Emotional Learning• Anti-bullying• Character Education• Positive Behavior Intervention Support	X	X	X	X
2	Review submission of school plans by Student Services Director	X	X	X	X
3	Monitor fidelity of implementation: school administrators	X	X	X	X
4	Review and evaluation of Culture Plan using data from each component	X	X	X	X

Measures:

- Mentoring Schedules
- Attendance Data
- Discipline Data
- Hope Scholarships
- Olweus Bullying Survey Analysis
- Walkthrough Data

STRATEGIC PLAN 2021-2025

ACTION PLAN – Embedded Social Emotional Learning (SEL)

4.4

Assigned to: Director, Student Services

Strategy 4: Increase social, emotional, and behavioral supports.

# ACTION STEP		Implementation Timeline			
		21-22	22-23	23-24	24-25
1	Train all new staff on Youth Mental Health First Aid	X	X	X	X
2	Train instructional staff in trauma sensitive classroom awareness and verbal de-escalation strategies.	X	X	X	X
4	Retrain staff in SEL curriculum, programs, and expectations, as needed	X		X	
5	Incorporate SEL (social emotional learning) concepts into daily routines in all classrooms	X	X	X	X
6	Monitor embeddedness of SEL concepts in daily classroom routines	X	X	X	X

Measures:

- Youth Mental Health First Aid Logs
- Walkthrough Data (SEL posters, student to student interaction, use of SEL terminology)
- Agendas
- Training logs or certificates
- SEL training logs or certificates

STRATEGIC PLAN 2021-2025

ACTION PLAN – Mental Health Services

4.5

Assigned to: Director, Student Services

Strategy 4: Increase social, emotional, and behavioral supports.

ACTION STEP

			21-22	22-23	23-24	24-25
1	Increase district direct mental health services		X			
2	Monitor and evaluate effectiveness of district mental health services		X	X	X	X
3	Continue contracted mental health services		X	X	X	X
4	Monitor and evaluate effectiveness of contracted mental health services		X	X	X	X
5	Expand connections to community mental health services and supports for students and families		X	X		

Measures:

- Mental Health logs of students served
- Job Description
- Community resource list

COST ANALYSIS – Mental Health Services

4.5

Assigned to: Director, Student Services

Strategy 4: Increase social, emotional, and behavioral supports.

Action Step #	Cost Factor	New Cost	Funding Source
1	Two additional staff members to provide mental health services	\$134,695.00	ESSER Mental Health Plan Title IV

STRATEGIC PLAN 2021-2025

ACTION PLAN – Employee Wellness

4.6

Assigned to: Sr. Director, HR

Strategy 4: Increase social, emotional, and behavioral supports.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Provide vaccine clinics for all employees	x	x	x	x
2	Promote District Employee Assistance Program (EAP) through monthly email blasts and annual benefits information sessions	x	x	x	x
3	Promote healthy lifestyles through newsletters and webinars	x	x	x	x
4	Survey staff and research interest based wellness programs	x			
5	Implement focused wellness program district-wide based on survey results		x		
6	Coordinate a district-wide Health Fair		x		

Measures:

- Attendance logs/rosters
- Emails/Newsletters
- Survey results
- Announcements
- EAP participation rates
- Number of clinics offered employees
- Insurance claims

Assigned to: Sr. Director, HR

Strategy 4: Increase social, emotional and behavioral supports.

Action Step #	Cost Factor	New Cost	Funding Source
5	Incentives for Wellness Program (22-23)	Up to \$10,000 dependent upon funding	Blue Cross Blue Shield Wellness Reimbursement
6	Set-Up Supplies/Guest Speakers (22-23)	\$2000	General Fund or Wellness Reimbursement

Strategy 5

Increase district-wide technology supports

Performance Indicator

Increase technology utilization and training for student and staff instructional and operational activities.

Theory of Action

Sumter Schools will provide a technological and information rich environment that supports instruction, innovation, and adaptability to an ever-changing world.

Action Plans

- 5.1 Instructional Technology Support
- 5.2 Operational Technology Support
- 5.3 Access to Technological Resources

Technology will not replace great teachers but technology in the hands of great teachers can be transformational

~George Couros

STRATEGIC PLAN 2021-2025

ACTION PLAN - Instructional Technology Support

5.1

Assigned to: Coordinator, Information and Instructional Technology

Strategy 5: Increase district-wide technology support

ACTION STEP

		21-22	22-23	23-24	24-25
1	Create and provide innovative credit- and non-credit professional development courses in Canvas to support the integration of technology in the classroom.	X	X	X	X
2	Utilize Canvas Catalog to provide self-enrollment process to Canvas Professional Development coursework.	X	X	X	X
3	Provide application support and maintenance to support day-to-day operations.	X	X	X	X
4	Teachers-on-special-assignment will provide training, innovation, and support the needs of teachers utilizing technology resources with students.	X	X	X	X
5	Organize, manage, and provide third party applications that align with curriculum throughout the district. This may include, but not limited to, ClassLink data analysis, teacher/principal survey, application request guidelines, process, and timeline.	X	X	X	X

Measures:

- Canvas Reports
- Canvas Catalog Reports
- Professional Development Schedule & Reports
- FileBound Reports (Application/Software request process)
- ClassLink Data Analysis
- Helpdesk Data

STRATEGIC PLAN 2021-2025

ACTION PLAN - Operational Technology Support

5.2

Assigned to: Coordinator, Information and Instructional Technology

Strategy 5: Increase district-wide technology support.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Create and provide training courses in Canvas to support the integration of technology throughout the district.	X	X	X	X
2	Utilize Canvas Catalog to provide self-enrollment process to Canvas Professional Development coursework.	X	X	X	X
3	Provide application support and maintenance to support day-to-day operations.	X	X	X	X
4	Manage the continuing challenge of social engineering by rigorously training and testing all staff using KnowBe4 phishing tests and regular online security training.	X	X	X	X
5	Provide professional development to employees to ensure efficient and effective use of available software technologies. Such applications trainings to include but not limited to Microsoft Word, Microsoft Excel, ClassLink, and Skyward.	X	X	X	X

Measures:

- Canvas Reports
- Canvas Catalog Reports
- Professional Development Schedule and Reports
- FileBound Reports
- Helpdesk Data
- KnowBe4 Reports

STRATEGIC PLAN 2021-2025

ACTION PLAN - Access to Technological Resources

5.3

Assigned to: Coordinator, Information Technology

Strategy 5: Increase district-wide technology support

ACTION STEP

		21-22	22-23	23-24	24-25
1	Replace 1/5 th of student computers each year.	X	X	X	X
2	Monitor bandwidth utilization and adjust on ERate funding schedule.	X	X	X	X
3	Maintain consistent models of computers/tech at all schools and encourage use of standard platforms and learning tools through professional development.	X	X	X	X
4	Maintain/monitor/enhance security features: Firewall, e-mail filtering, antivirus/spam/phishing. Educate users on social engineering and the importance of updating relevant software platforms.	X	X	X	X
5	Maintain/Monitor/Enhance communication platforms for effectiveness between all stakeholders. To include communication with Skyward, e-mail, District Website, School Messenger, Remind and Social Media.	X	X	X	X

Measures:

- Inventory Reports and Purchase Orders
- Cybersecurity report
- 1 to 1 Reports
- District-wide Communication Tracking
- Professional Development Schedule and Reports

Assigned to: Coordinator, Information Technology

Strategy 5: Increase district-wide technology support.

Action Step #	Cost Factor	New Cost	Funding Source
1	Purchase 1000 student computers	\$489,957	09770, 1 to1 Initiative.
2	Purchase internet access and leased private WAN connection to all district site.	\$23,700	01780. E-Rate
3	Technology Trainer and Canvas	\$123,000	03480, 09080, Digital Classroom, Ent. Software
4	Firewall, Kaspersky, Know-Be-4, Security Assessment	\$65,000	09080, Ent. Software
5	Skyward Family and Student access, District Website, School Messenger, Remind and Social Media	\$45,595	09080, Ent. Software

Strategy 6

Enhance school facilities and transportation by continuously improving safety and security

Performance Indicator

Trends that show improvement over time relative to facilities, transportation, and security including base line assessments and work order data.

Theory of Action

If we provide the safest learning and work environment, combined with on time and secure transportation then the following will occur:

- Student/employee safety will be enhanced
- A positive school culture for learning and teaching will be created
- Student/employee environments will become more sustainable and reliable
- Operating costs will be reduced

Action Plans

- 6.1 Emergency and Situational Preparedness
- 6.2 Safe and Secure Facilities and Transportation

Our first priority is to be able to respond effectively to the emergency situations as they arise

~Anthony Williams

STRATEGIC PLAN 2021-2025

ACTION PLAN – Emergency and Situational Preparedness

6.1

Assigned to: Coordinator, Safety & Transportation

Strategy 6: Enhance school facilities and transportation by continuously improving safety and security.

ACTION STEP

			21-22	22-23	23-24	24-25
1	Conduct annual emergency preparedness training for all staff; conduct periodic training specific to needs or as best practices evolve		X	X	X	X
2	Continue to work with the Transportation Safety Administration to coordinate training specific to the needs of Transportation Staff		X	X	X	X

Measures:

- Training logs
- Training agendas
- Emergency drill logs
- Shelter training and agreements
- CIRT Manual
- Bus Driver Manual

COST ANALYSIS – Emergency and Situational Preparedness

6.1

Assigned to: Coordinator, Safety & Transportation

Strategy 6: Enhance school facilities and transportation by continuously improving safety and security.

Action Step #	Cost Factor	New Cost	Funding Source
1	Training for all staff, printing of CIRT Manuals and instructional supplies	\$1,500	Safe School Funds
2	Training specific to transportation, printing and supplies	\$500	Safe School Funds

STRATEGIC PLAN 2021-2025

ACTION PLAN – Safe and Secure Facilities and Transportation

6.2

Assigned to: Coordinator, Safety & Transportation

Strategy 6: Enhance school facilities and transportation by continuously improving safety and security.

ACTION STEP

		21-22	22-23	23-24	24-25
1	Ensure a School Resource Officer (SRO) is on every campus through contractual agreement with the Board of County Commissioners and Sheriff's Office	X	X	X	X
2	Maintain our pilot guardian program to supplement the services of our SRO's	X	X	X	X
3	Use the Florida Safe School Assessment Tool (FSSAT) to evaluate and update the physical security needs of all facilities in conjunction with stakeholders and community partners	X	X	X	X
4	Implement an electronic access control system at all facilities as outlined in our FSSAT evaluation. This would allow us to optimize key control, improve emergency access, and reduce future costs following a multi-year implementation.	X	X	X	X

Measures:

- Florida Safe School Assessment Tool
- School Safety Committee Notes
- SRO agreements
- Bus drill logs
- Guardian policies
- Fire inspections
- Facilities work orders
- Bus Inspections
- Plant manager reviews

COST ANALYSIS**6.2**

Assigned to: Coordinator, Safety & Transportation

Strategy 6: Enhance school facilities and transportation by continuously improving safety and security.

Action Step #	Cost Factor	New Cost	Funding Source
1	Average annual SRO Costs for district	\$350,000	Safe School Funds
2	Guardian training and equipment **If guardian training is no longer funded by DOE***	\$16,000	Safe School Funds
4	Electronic Access Control System	\$200,000	School Hardening Grant / Capital Funds

Strategy 7

Recruit and retain highly effective teachers

Performance Indicator

Decrease teacher vacancies and increase teacher retention rate

Theory of Action

By ensuring schools are equipped with highly effective teachers, students will receive quality instruction to prepare them to enroll in post-secondary school, enlist in the military, or become employed in the workforce.

Action Plans

- 7.1 Recruitment
- 7.2 Retention

It is the supreme art of the teacher to awaken joy in creative expression and knowledge

~Albert Einstein

STRATEGIC PLAN 2021-2025

ACTION PLAN - Recruitment

7.1

Assigned to: Director, Professional Accountability

Strategy 7: Recruit and retain highly effective teachers

ACTION STEP

		21-22	22-23	23-24	24-25
1	Participate in college and university career fairs	X	X	X	X
2	Recruit at the Florida Teach-in annually	X	X	X	X
3	Revise marketing materials	X	X	X	X
4	Utilize Digital and Social Media to recruit potential educators	X	X	X	X
5	Explore virtual options to interview candidates outside the area	X	X	X	X
6	Host Employment Fair and Informational Session for prospective employees		X	X	X

Measures:

- Career fair agendas
- Brochures
- Social Media ads
- Participation/contact logs
- Number of applicants
- Unfilled vacancies

STRATEGIC PLAN 2021-2025

COST ANALYSIS - Recruitment

7.1

Assigned to: Director, Professional Accountability

Strategy 7: Recruit and retain highly effective teachers

Action Step #	Cost Factor	New Cost	Funding Source
1	Registration and travel	\$2,500.00	Title II
2	Registration and travel	\$800.00	Title II
3	Revise marketing materials	\$1,000.00	Title II
5	Employment Fair and Informational Session materials (22-23)	\$1,000.00	Title II

STRATEGIC PLAN 2021-2025

ACTION PLAN - Retention

7.2

Assigned to: Director, Professional Accountability

Strategy 7: Recruit and retain highly effective teachers

ACTION STEP

		21-22	22-23	23-24	24-25
1	Provide weekly meetings to support Professional Development Certification Program (PDCP) participants	X	X	X	X
2	Offer quarterly meetings for all beginning teachers and mentors at each school site	X	X	X	X
3	Update New Teacher Induction week annually based on district and state needs and participant feedback	X	X	X	X
4	Administer electronic survey to all participants upon their completion of Sumter's New Teacher Induction Program	X	X	X	X
5	Update the electronic handbook for all participants	X	X	X	X
6	Provide training to assist teachers to meet all certification requirements	X	X	X	X

Measures:

- Retention Rate
- PDCP Completions
- PEC Completions
- Agendas
- Survey results
- Handbook
- Training logs

STRATEGIC PLAN 2021-2025

COST ANALYSIS - Retention

7.2

Assigned to: Director, Professional Accountability

Strategy 7: Recruit and retain highly effective teachers

Action Step #	Cost Factor	New Cost	Funding Source
6	Certification Test Prep Training	\$4,500.00	Title II

Strategy 8

Foster a professional environment of growth and learning for all educational personnel

Performance Indicator

Provide professional development opportunities for all staff

Theory of Action

If we focus on exemplary instructional practice, relevant professional development and leadership training, then academic achievement will improve for all students.

Action Plans

- 8.1 Non-Instructional Professional Development (PD)
- 8.2 District-wide Professional Learning Communities (PLC's)
- 8.3 Leadership Development

Life as a teacher begins the day you realize that you are always a learner

~Anonymous

STRATEGIC PLAN 2021-2025

ACTION PLAN – Non-Instructional PD

Assigned to: Director, Professional Accountability

Strategy 8: Foster a professional environment of growth and learning for all educational personnel

ACTION STEP

			21-22	22-23	23-24	24-25
1	Create a schedule of learning opportunities on early release days for paraprofessionals		X	X	X	X
2	Offer flexible training for support staff related to their working environment (bus, cafeteria, etc.)		X	X	X	X
3	Partner with St. Leo University to provide the Para to Pro Program		X	X	X	X

Measures:

- Offerings for all staff
- Program participants

STRATEGIC PLAN 2021-2025

COST ANALYSIS – Non-Instructional PD

8.1

Assigned to: Director, Professional Accountability

Strategy 8: Foster a professional environment of growth and learning for all educational personnel

Action Step #	Cost Factor	New Cost	Funding Source
1-2	Employee stipends and consultant fees for professional development	\$6,000	Title I, Title II and IDEA
3	Substitutes to cover internships	\$9,000	General Fund

STRATEGIC PLAN 2021-2025

ACTION PLAN – District-Wide PLC's

8.2

Assigned to: Director, Professional Accountability

Strategy 8: Foster a professional environment of growth and learning for all educational personnel

ACTION STEP

			21-22	22-23	23-24	24-25
1	All sites trained on how to effectively provide Ed Camps		X	X	X	X
2	Provide a district wide Ed Camp with presenters from each campus				X	X

Measures:

- Number of Ed Camps
- Program participants
- Teacher feedback forms

STRATEGIC PLAN 2021-2025

COST ANALYSIS – District-Wide PLC's

8.2

Assigned to: Director, Professional Accountability

Strategy 8: Foster a professional environment of growth and learning for all educational personnel

Action Step #	Cost Factor	New Cost	Funding Source
2	Consultants and travel cost to provide a district wide Ed Camp (23-24)	\$6,000	Title II

STRATEGIC PLAN 2021-2025

ACTION PLAN- Leadership Development

8.3

Assigned to: Director, Professional Accountability

Strategy 8: Foster a professional environment of growth and learning for all educational personnel

ACTION STEP

		21-22	22-23	23-24	24-25
1	Offer professional learning opportunities to enhance leadership skills for teacher leaders	X	X	X	X
2	Utilize tools for identification purposes, such as: Strengths Finder, Gallup instruments, etc.	X	X	X	X
3	Offer training to new grade level/department chairs on how to effectively lead their areas	X	X	X	X
4	Provide alternative certification to Educational Leadership for aspiring administrators (Level I Program)	X	X	X	X
5	Provide training program leading to Level II Principal Certification	X	X	X	X

Measures:

- Number of Level I Completers
- Number of Level II Completers
- Professional Development Offerings

STRATEGIC PLAN 2021-2025

COST ANALYSIS – Leadership Development

8.3

Assigned to: Director, Professional Accountability

Strategy 8: Foster a professional environment of growth and learning for all educational personnel

Action Step #	Cost Factor	New Cost	Funding Source
1-2	Employee stipends, consultant fees, registration fees, and substitute cost for professional development	\$15,000	Title II and General