

Fannin County Schools

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**Fannin County Schools Strategic
Plan 2014-15
7/1/2014-6/30/2015**

Process**Fannin County Schools**

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**Fannin County Schools Strategic
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Planning Team

Schools
Stakeholders
Students
Board of Education

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**Fannin County Schools Strategic
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Belief Statements

1. All students can learn, but they learn in different ways, at different rates and with different learning styles.
2. All students deserve equal access to quality education.
3. Higher expectations result in higher achievement.
4. High school graduation is an essential key to lifelong success.
5. Parent and community involvement increases student achievement.
6. Education, and learning are shared responsibilities and should take place in the home, at school, and in the community.
7. All students deserve the opportunity to learn, achieve success, and become productive citizens.
8. A safe and secure environment is essential for teaching and learning.
9. All schools should be accountable for improving student achievement.
10. Quality education requires quality staff, programs, facilities, equipment, and technology
11. All policy, administrative, instructional and educational-support decisions should be based on student needs and what is best for students.
12. All students must be prepared for a knowledge-based, technologically rich, and culturally diverse 21st century.

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Mission Statement

**Developing Young Futures...
Learning for Tomorrow,
Today**

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The Fannin County School System will be recognized as a world class school system that holds a vision of excellence for all students with successful progression at each level and a 100% graduation rate.

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Glossary of Terms

Listed below are phrases or words used in the GSBA Strategic Improvement Planning model.

Continuous Improvement Process – A process whereby the district, on a routine and systematic basis, reviews and updates the “district” and “school” strategic improvement plans. Questions used to facilitate this process include “Who are we?”, “Where are we now?”, “Where do we want to go?”, “How will we know when we have arrived?” and “How do we plan to get there?”.

“District” Strategic Improvement Plan – The district strategic improvement plan serves as the strategic and operational improvement plan for the school system. The district strategic improvement plan is developed and updated using a continuous improvement process.

School Improvement Plan – A school improvement plan is aligned to the district strategic improvement plan and serves as the strategic and operational plan for the school. The school strategic improvement plan is developed and updated using a continuous improvement process.

Planning Team – A group of 20 – 25 people, both internal and external, who work to develop the district Beliefs, Mission, Vision, Strategic Goal Areas or Goals and Strategic Priorities.

Action Team(s) – A group of 5 – 7 people, primarily staff, who work to develop the Performance Objectives, Measures & Targets for a Strategic Goal Area or Goal. Typically there will be a different action team for each Strategic Goal Area or Goal.

Who are we?

Beliefs – The fundamental convictions and core values that guide the actions and decisions of an district

Mission – Defines why a district exists; the district’s purpose/core work; all operational functions, actions and decisions should support the mission.

Vision – The statement of a district’s picture of future success which communicates; where it wants to be in the future. The vision helps to determine the district strategic perspectives.

Where are we now?

Stakeholder Input – Data gathered from stakeholders, internal and external. May be in the form of a survey or public engagement session.

SWOT Analysis – Listing of district’s strengths (S), weaknesses (W), opportunities (O) and threats (T).

Where do we want to go?

Strategic Goal Areas or Goals – District Strategic Improvement Plans typically have between three to five strategic goal areas which provide a framework to describe the district’s mission and vision. Strategic Goal Areas highlight the key areas that a district must address as it works to achieve its mission.

Strategic Priorities – 2 to 4 key measurable performance areas under each strategic goal or goal area in which the district needs to put special emphasis.
Strategic Dashboard – Graphical report that captures, for quick review, the strategic priority measures of the district.

How will we know when we have arrived?

Performance Objectives – Are concise statements that describe the specific strategies within each strategic goal or goal area that must be performed for a district to achieve its desired results. Performance Objectives along with specific performance measures will be used to determine progress towards overall strategic goals or goal areas. Performance objectives should be stated in action terms, beginning with an action verb, such as improve, increase, reduce, initiate, develop, lower, become, achieve, etc.

Performance Measures – Are quantifiable measures used to evaluate and communicate performance against targeted results. Performance Measures are tools used to determine whether districts, groups and individual performers are meeting performance objectives and moving toward the successful implementation of strategic goals.

Performance Targets – Desired levels of performance for performance measures, usually expressed as a number or percentage, and expected to be achieved by a specific time.

Performance Scorecard – An actual report of performance objectives used to evaluate target vs. actual results of performance measures over time. The performance scorecard presents a balanced view of the success of the district.

How do we plan to get there?

Action Plan(s) – A set of initiatives with individual action steps for the board of education, district and individual schools to implement one of the stated performance objectives. Action plans should reflect cost implications, resources needed, personnel responsible and timeframe for completion.

Initiatives – A plan, program, project, process, or task that will have a positive impact on progress towards a performance objective.

Action Steps – Individual steps needed to be completed to execute an initiative which is linked to a performance objective.

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» **Strategic Goal I-Attaining High Level of Student Achievement**

» Objective 1-Student Mastery of the Curriculum

» Strategy a-Align the Georgia frameworks, report cards, assessments, and resources with each other and with the Common Core Georgia Performance Standards

» Action Step i-Develop curriculum in a common format K-12 as aligned with the Common Core Georgia Performance Standards, using the frameworks provided by the Georgia Department of Education.

- » Action Step ii-Use protocols aligned with district curriculum and Common Core Georgia Performance Standards to guide the selection of district instructional materials and resources.
- » Action Step iii-Indicate within the district curriculum when and how the instructional materials and resources, assessments, and reporting structures are to be used.
- » Action Step iv-Develop differentiated formative and summative assessments for each grade level which require students to demonstrate mastery of standards.
- » Action Step v-Develop formative and summative assessments aligned with CCGPS curriculum at all levels for reading, language arts, mathematics, science, and social studies.
- » Action Step vi-Utilize formative and summative assessment results, as well as other relevant data, to inform short and long term instructional planning and curriculum revision.
- » Strategy b-Provide training for faculty and staff that aligns with school and district level improvement plans.
 - » Action Step i-Develop professional learning opportunities based on identified needs.
 - » Action Step ii-Schedule district-wide professional learning days and monthly sessions.
- » Strategy c-Each school will continue to complete annual revisions of the School Improvement Plan (SIP)
 - » Action Step i-School Improvement Teams will conduct annual reviews of the School Improvement Plan (SIP) including school purpose and vision.
- » Objective 2-Student Success
 - » Strategy a-Provide equity in programs, facilities and opportunities that will enable students to successfully complete a chosen pathway.
 - » Action Step i-Refine and continue to support the SST/RTI process and design.
 - » Strategy b-Increase the cohort graduation rate.
 - » Action Step i-Continue to develop additional avenues for credit recovery at FCHS.
 - » Action Step ii-Use collaborative planning to review and analyze data to make informed instructional decisions.
 - » Action Step iii-Coordinate efforts for hospital homebound services.
 - » Action Step iv-Use Graduation Coaches to increase graduation rate.
 - »  Strategy c-Create collaborative learning communities and implement expert coaching in all schools.
 - »  Strategy d-Integrate fully a variety of technologies to support student learning and facilitate assessment by providing access to adequate

resources, equitable infrastructure and professional learning opportunities for teachers.

» **Strategic Goal II-Developing Organizational Effectiveness**

» Objective 1-Transportation

» Strategy a-Provide a safe and efficient transportation program for the students in Fannin County

- » Action Step i-Professional learning will be provided to bus drivers including medication use, loading/unloading of students, food allergies, diabetes and railroad crossings.
- » Action Step ii-All technicians attend the summer GaDOE transportation workshop.
- » Action Step iii-Every bus is inspected on a 20 day rotation by school system technicians and annually by the Department of Motor Vehicle Compliance.
- » Action Step iv-Drivers conduct a pre/post check prior to each bus route to determine that the bus is safe to transport students.
- » Action Step v-The transportation department maintains the ASE Blue Seal certification.
- » Action Step vi-All drivers participate in an annual driving evaluation by our DOE certified trainers, random drug test screenings, and complete an annual physical examination.
- » Action Step vii-Buses are equipped with two way communication to allow contact with administrators, schools and public safety.
- » Action Step viii-The transportation director and shop foreman attend the GAPT conference.
- » Action Step ix-Bus routes are evaluated to ensure the safety of our students and the efficiency of the route.
- » Action Step x-Motor Vehicle Reports are reviewed annually by the transportation department.

» Objective 2-Nutrition

» Strategy a-Maximize participation by providing meals that meet new Federal meal pattern guidelines while following food safety regulations.

- » Action Step i-Offer ServSafe to nutrition employees. Follow and review Hazard Analysis Critical Control Plan on a regular basis.
- » Action Step ii-Work with GADOE SNP to ensure Federal meal pattern guidelines are being met.
- » Action Step iii-Coordinate with maintenance team to ensure kitchen equipment is in working order and maintaining proper temperatures.
- » Action Step iv-Monitor free and reduced lunch applications and assist parents in completing applications if needed.

» Objective 3-Facilities

- » Strategy a-Review and plan for facilities maintenance, upgrades and renovations.
 - » Action Step i-Implement and monitor a five year facilities plan.
 - » Action Step ii-Implement and monitor the SPLOST cycle.
 - » Action Step iii-Monitor Energy Education program and the Energy Management System for financial efficiency and reduce system-wide costs for energy.
- » Objective 4-Human Resources
 - » Strategy a-Recruit, train and retain highly qualified staff.
 - » Action Step i-Evaluate class size to determine personnel needed allowing for early hiring.
 - » Action Step ii-Use TKES and LKES as an evaluation instrument for appropriate certified personnel.
 - » Strategy b-To assist with continuous staff learning and growth that builds capacity to support high student achievement.
 - » Action Step i-To oversee the expenditure of Title II funding to meet professional learning needs in identified areas of weakness as determined through needs assessments and stakeholder input as well as providing funds for new teacher orientation, improvement in and cultivation of school and district level leaders, and maintaining and increasing the number of highly qualified teachers on staff.
- » Objective 5-Financial
 - » Strategy a-To ensure accurate, efficient, and effective system-wide budget, financial, employee compensation processes and financial reporting.
 - » Action Step i-Begin the annual budgeting and financial planning process in February of each year.
 - » Action Step ii-Review and update the financial procedure and policy handbook for school-level activity accounts.
 - » Action Step iii-Maintain system's general fund balance by efficient budgeting and monitoring of spending.
 - » Action Step iv-Continue site based development of individual school budgets.
 - » Action Step v-Continue to audit school student activity accounts on site.
 - » Action Step vi-Participate in an annual financial audit conducted by the State of Georgia Auditing Department.

» **Strategic Goal III-Ensuring Stakeholder Support and Satisfaction**

- » Objective 1-Schools will be safe and nurturing.
 - » Strategy a-Maintain a safe learning environment for all students.
- » Objective 2-Students, staff, parents, and stakeholders will be satisfied and involved with the schools.

- » Strategy a-Improve instructional effectiveness by increasing the linkage between school, home and the stakeholders.
 - » Action Step i-Continue using the automated calling system to deliver important, time-sensitive messages to parents and staff.
 - » Action Step ii-Continue using the Parent Teacher Organization to bring together stakeholders.
 - » Action Step iii-The schools use various forms of communication sent home to keep parents informed.
 - » Action Step iv-Continue to provide various curriculum night programs at the schools.
 - » Action Step v-The district provides English Learners sessions throughout the year to support families.
 - » Action Step vi-Continue using the Parent Involvement Coordinator as the liaison between school and parents, relaying the needs of one to the other.
 - » Action Step vii-Continue sending weekly communications home to inform parents of upcoming school events, classroom happenings, ways to help their child succeed.
 - » Action Step viii-Continue using Student Agendas to develop the organization skills important for success as a learner and to help establish and maintain good communication between teachers, students and parents.
 - » Action Step ix-The schools provide informational sessions regarding student assessments.
 - » Action Step x-Maintain district and school websites to keep stakeholders informed.
 - » Action Step xi-Provide "Lunch and Learn" opportunities for parents to receive information that is relevant, timely and specific to the grade level.
 - » Action Step xii-Provide "Power Lunch" opportunities for students to receive information that is relevant, timely and specific to the grade level.
- » Strategy b-Continue to improve student attendance.
 - » Action Step i-Utilize technology applications, such as the student information system parent portal and/or the automated calling system, to notify parents when a student is absent.
 - » Action Step ii-Attendance Support Personnel and Parent Coordinators are used by the district to monitor attendance and provide support as needed to implement the district's attendance policy.
 - » Action Step iii-The School System Social Worker provides family support as needed to ensure student attendance.
- » Strategy c-Continue to inform public/stakeholders on a monthly basis the financial status of the system fund.
 - » Action Step i-Board Meeting Minutes

- » Action Step ii-Audit Findings
- » Strategy d-Include families and stakeholders as participants in the decision making and the governance of schools.
- » Strategy e-Coordinate available resources and services for schools and students to provide a successful parent involvement program.
- » Strategy f-Continue to inform public/stakeholders on a monthly basis the financial status of the system fund.
- » Action Step i-Board Meeting Minutes
- » Action Step ii-Audit Findings

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I. Attaining High Level of Student Achievement

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I.1. Student Mastery of the Curriculum**Performance Objectives**




Description	Ultimate Target	Year	Target	Actual	Result
Elementary: Percent of Students at Meets or Exceeds in ELA: % Scoring Meets or Exceeds	100	2012-13	92.3	93	 Meets or Exceeds
		2011-12	91.5	93.8	 Meets or Exceeds
		2010-11	80	91	 Meets or Exceeds
		2009-10	73.3	90	 Meets or Exceeds
Elementary: Percent of Students at Meets or Exceeds in Reading: % Scoring Meets or Exceeds	100	2012-13	94	95	 Meets or Exceeds
		2011-12	93.4	95.2	 Meets or Exceeds
		2010-11	80	96	

					Meets or Exceeds
		2009-10	73.3	96	Meets or Exceeds
		2012-13	86.8	86	No change or declined
Elementary: Percent of Students at Meets or Exceeds in Math: % Scoring Meets or Exceeds	100	2011-12	85.4	91.6	Meets or Exceeds
		2010-11	75.7	86	Meets or Exceeds
		2009-10	67.6	92	Meets or Exceeds
		2012-13	80.3	82	Meets or Exceeds
Elementary: Percent of Students at Meets or Exceeds in Science: % Scoring Meets or Exceeds	100	2011-12	78.4	85.6	Meets or Exceeds
		2010-11	N/A	86	N/A
		2009-10	N/A	86	N/A
		2012-13	79.3	80	Meets or Exceeds
Elementary: Percent of Students at Meets or Exceeds in Social Studies: % Scoring Meets or Exceeds	100	2011-12	77.2	77.5	Meets or Exceeds
		2010-11	N/A	75	N/A
		2009-10	N/A	70	N/A
		2012-13	N/A	77	N/A
Elementary: Percent of Students at Meets or Exceeds on the Grade Five Writing Assessment: % Scoring Meets or Exceeds	100	2011-12	N/A	77	N/A
		2010-11	N/A	75	N/A
		2009-10	N/A	59.1	N/A
		2012-13	65.7	35	N/A
Elementary: Percent of CRCT assessments scoring at the Exceeds level: % Scoring at Exceeds level	100	2011-12	N/A	39	N/A
		2010-11	N/A	38	N/A
		2009-10	N/A	31	N/A

		2013-14	93	-	-
		2012-13	92.3	95	Meets or Exceeds
		2011-12	91.5	95	Meets or Exceeds
		2010-11	90.7	94	Meets or Exceeds
		2009-10	73.3	95	Meets or Exceeds
Middle: Percent of Students at Meets or Exceeds in ELA: % Scoring Meets or Exceeds	100	2013-14	94.6	-	-
		2012-13	94	97.6	Meets or Exceeds
		2011-12	93.4	96.4	Meets or Exceeds
		2010-11	92.8	95.6	Meets or Exceeds
		2009-10	73.3	96	Meets or Exceeds
Middle: Percent of Students at Meets or Exceeds in Reading: % Scoring at Exceeds level	100	2013-14	88.1	-	-
		2012-13	86.8	87	Meets or Exceeds
		2011-12	85.4	86.6	Meets or Exceeds
		2010-11	84.1	87	Meets or Exceeds
		2009-10	67.6	83	Meets or Exceeds
Middle: Percent of Students at Meets or Exceeds in Math: % Scoring Meets or Exceeds	100	2013-14	82.3	-	-
		2012-13	80.3	83	Meets or Exceeds
		2011-12	78.4	83.8	

						Meets or Exceeds
		2010-11	76.4	76.3		No change or declined
		2009-10	N/A	82		N/A
		2013-14	81.3	-		-
		2012-13	79.3	83		Meets or Exceeds
Middle: Percent of Students at Meets or Exceeds in Social Studies: % Scoring Meets or Exceeds	100	2011-12	77.2	77.7		Meets or Exceeds
		2010-11	75.1	78.3		Meets or Exceeds
		2009-10	N/A	76		N/A
		2013-14	84	-		-
		2012-13	83	84		Meets or Exceeds
Middle: Percent of Students at Meets or Exceeds on the Grade Eight Writing Assessment: % Scoring Meets or Exceeds	100	2011-12	85	83.3		No change or declined
		2010-11	87	85		No change or declined
		2009-10	N/A	86		N/A
		2013-14	59.1	-		-
		2012-13	59.1	37.2		N/A
Middle: Percent of CRCT assessments scoring at the Exceeds level: % Scoring at Exceeds level	100	2011-12	59.1	34.5		No change or declined
		2010-11	N/A	31.4		N/A
		2009-10	N/A	30.8		N/A
High: Percent of Students Scoring at Meets or Exceeds on the Ninth Grade Literature EOCT: % Scoring Meets or Exceeds	100	2012-13	85.2	93.9		Meets or Exceeds
		2011-12	83.7	88.6		

					Meets or Exceeds
		2010-11	N/A	93	N/A
		2009-10	N/A	86	N/A
		2012-13	89.8	91.8	Meets or Exceeds
High: Percent of Students Scoring at Meets or Exceeds on the American Literature EOCT: % Scoring Meets or Exceeds	100	2011-12	88.7	90.4	Meets or Exceeds
		2010-11	N/A	87	N/A
		2009-10	N/A	88	N/A
		2012-13	37.3	37.3	Meets or Exceeds
High: Percent of Students Scoring at Meets or Exceeds on the Mathematics I EOCT: % Scoring Meets or Exceeds	100	2011-12	64.5	66.8	Meets or Exceeds
		2010-11	N/A	63	N/A
		2009-10	N/A	58	N/A
		2012-13	64.3	57.8	N/A
High: Percent of Students Scoring at Meets or Exceeds on the Mathematics II EOCT: % Scoring Meets or Exceeds	100	2011-12	60.8	65.7	Meets or Exceeds
		2010-11	N/A	46	N/A
		2009-10	N/A	76	N/A
		2012-13	79.2	78.3	N/A
High: Percent of Students Scoring at Meets or Exceeds on the Physical Science EOCT: % Scoring Meets or Exceeds	100	2011-12	77.1	76.1	No change or declined
		2010-11	N/A	82	N/A
		2009-10	N/A	83	N/A
		2012-13	74.4	62.9	N/A
High: Percent of Students Scoring at Meets or Exceeds on the Biology EOCT: % Scoring Meets or Exceeds	100	2011-12	71.9	70.7	No change or declined
		2010-11	N/A	62	N/A
		2009-10	N/A	78	N/A
	100	2012-13	70.8	79.0	

					Meets or Exceeds	
High: Percent of Students Scoring at Meets or Exceeds on the US History EOCT: % Scoring Meets or Exceeds	2011-12	67.9	80		Meets or Exceeds	
	2010-11	N/A	60		N/A	
	2009-10	N/A	78		N/A	
	2012-13	77.3	89.3		Meets or Exceeds	
High: Percent of Students Scoring at Meets or Exceeds on the Economics EOCT: % Scoring Meets or Exceeds	100	2011-12	75.0	91.8		Meets or Exceeds
		2010-11	N/A	83		N/A
		2009-10	N/A	79		N/A

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I.1.a.Align the Georgia frameworks, report cards, assessments, and resources with each other and with the Common Core Georgia Performance Standards

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I.1.a.i.Develop curriculum in a common format K-12 as aligned with the Common Core Georgia Performance Standards, using the frameworks provided by the Georgia Department of Education.

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I.1.a.ii.Use protocols aligned with district curriculum and Common Core Georgia Performance Standards to guide the selection of district instructional materials and resources.

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I.1.a.iii.Indicate within the district curriculum when and how the instructional materials and resources, assessments, and reporting structures are to be used.

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I.1.a.iv.Develop differentiated formative and summative assessments for each grade level which require students to demonstrate mastery of standards.

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I.1.a.v.Develop formative and summative assessments aligned with CCGPS curriculum at all levels for reading, language arts, mathematics, science, and social studies.

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I.1.a.vi.Utilize formative and summative assessment results, as well as other relevant data, to inform short and long term instructional planning and curriculum revision.

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I.1.b.Provide training for faculty and staff that aligns with school and district level improvement plans.

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I.1.b.i.Develop professional learning opportunities based on identified needs.

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I.1.b.ii.Schedule district-wide professional learning days and monthly sessions.

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**I.1.c.Each school will continue to complete annual revisions of the School
Improvement Plan (SIP)**

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**I.1.c.i.School Improvement Teams will conduct annual reviews of the School
Improvement Plan (SIP) including school purpose and vision.**






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I.2.Student Success**Performance Objectives**

Description	Ultimate Target	Year	Target	Actual	Result
Student to computer ratio: Ratio	1:1	2012-13	1:1	1.35:1	 Improvement but did not Meet
		2011-12	1:1	1:69	 Improvement but did not Meet
		2010-11	1:1	2.18:1	 Improvement but did not Meet
		2009-10	1:1	3.21:1	 No change or declined
IT Budget: IT budget per student	N/A	2012-13	203	118.54	 Improvement but did not Meet
		2011-12	N/A	\$83	N/A
		2010-11	N/A	\$115	N/A
		2009-10	N/A	48	 Improvement but did not Meet
IT Budget: IT budget as % of total budget	N/A	2012-13	1.78%	6/10 of 1%	

IT Budget: IT budget as % of total budget (SPLOST)	N/A	2011-12	N/A	6/10 of 1%	Improvement but did not Meet
		2010-11	N/A	1/2 of 1%	N/A
		2009-10	N/A	1/2 of 1%	 No change or declined
		2012-13	N/A	3.40%	N/A
		2011-12	N/A	2.90%	N/A
		2010-11	N/A	3.30%	N/A
		2009-10	N/A	N/A	N/A
Computers meeting standard: All	100% of Student Population	2012-13	100% of Student Population	2245	 Improvement but did not Meet
		2011-12	100% of Student Population	1790	 Improvement but did not Meet
		2010-11	100% of Student Population	1400	 Improvement but did not Meet
		2009-10	100% of Student Population	966	 No change or declined

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I.2.a. Provide equity in programs, facilities and opportunities that will enable students to successfully complete a chosen pathway.

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I.2.a.i. Refine and continue to support the SST/RTI process and design.

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I.2.b.Increase the cohort graduation rate.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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I.2.b.i.Continue to develop additional avenues for credit recovery at FCHS.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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I.2.b.ii.Use collaborative planning to review and analyze data to make informed instructional decisions.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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I.2.b.iii.Coordinate efforts for hospital homebound services.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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I.2.b.iv.Use Graduation Coaches to increase graduation rate.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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I.2.c.Create collaborative learning communities and implement expert coaching in all schools.**Status**

Not Started

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I.2.d.Integrate fully a variety of technologies to support student learning and facilitate assessment by providing access to adequate resources, equitable infrastructure and professional learning opportunities for teachers.

Status

Not Started

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II.Developing Organizational Effectiveness

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II.1.Transportation

Performance Objectives

Description	Ultimate Target	Year	Target	Actual	Result
Vehicles operational per day: %	100	2012-13	100	93	 No change or declined
		2011-12	100	94	 Improvement but did not Meet
		2010-11	100	92	 No change or declined
		2009-10	100	94	 No change or declined
Routing efficiency: # of routes/60 students	20	2012-13	20	11	 No change or declined
		2011-12	20	14	 Improvement but did not Meet
		2010-11	20	12	 Improvement but did not Meet
		2009-10	20	11	 No change or declined
Bus efficiency: Average miles per gallon per bus	10	2012-13	10	7	 No change or declined
		2011-12	10	8	 No change or declined

Student trips: Average # per month	N/A	2010-11	10	8.5		No change or declined
		2009-10	10	8.5		No change or declined
		2012-13	N/A	70		N/A
		2011-12	N/A	46		N/A
		2010-11	N/A	47		N/A
Bus discipline: Average # of bus referrals per week	0	2009-10	N/A	44		-
		2012-13	0	12.5		No change or declined
		2011-12	0	15.25		No change or declined
		2010-11	0	17.9		No change or declined
		2009-10	0	14		Improvement but did not Meet

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II.1.a. Provide a safe and efficient transportation program for the students in Fannin County

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II.1.a.i. Professional learning will be provided to bus drivers including medication use, loading/unloading of students, food allergies, diabetes and railroad crossings.

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II.1.a.ii. All technicians attend the summer GaDOE transportation workshop.

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II.1.a.iii. Every bus is inspected on a 20 day rotation by school system technicians and annually by the Department of Motor Vehicle Compliance.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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II.1.a.iv. Drivers conduct a pre/post check prior to each bus route to determine that the bus is safe to transport students.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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II.1.a.v. The transportation department maintains the ASE Blue Seal certification.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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II.1.a.vi. All drivers participate in an annual driving evaluation by our DOE certified trainers, random drug test screenings, and complete an annual physical examination.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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II.1.a.vii. Buses are equipped with two way communication to allow contact with administrators, schools and public safety.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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II.1.a.viii. The transportation director and shop foreman attend the GAPT conference.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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II.1.a.ix. Bus routes are evaluated to ensure the safety of our students and the efficiency of the route.

Resources

The transportation department has conducted numerous bus route safety inspections this school year. These routes are reviewed on a rotating basis, as a result of inclement weather, rain, new construction in the area, and as a response to concerned parents and community members.

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II.1.a.x.Motor Vehicle Reports are reviewed annually by the transportation department.

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II.2.Nutrition

Performance Objectives

Description	Ultimate Target	Year	Target	Actual	Result
Free and reduced breakfast participation: Average daily participation	100	2012-13	100	71.4	 Improvement but did not Meet
		2011-12	100	64	 Improvement but did not Meet
		2010-11	100	63.9	 Improvement but did not Meet
		2009-10	100	63.9	 Improvement but did not Meet
Free and reduced lunch participation: Average daily participation	100	2012-13	100	70.6	 Improvement but did not Meet
		2011-12	100	67	 Improvement but did not Meet
		2010-11	100	66.2	 No change or declined
		2009-10	100	60.6	 Improvement but did not Meet
	100		100	100	

Health and sanitation scores: Score	2012-13				Meets or Exceeds
	2011-12	100	100		Meets or Exceeds
	2010-11	100	100		Meets or Exceeds
	2009-10	100	100		Meets or Exceeds

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II.2.a.Maximize participation by providing meals that meet new Federal meal pattern guidelines while following food safety regulations.

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II.2.a.i.Offer ServSafe to nutrition employees. Follow and review Hazard Analysis Critical Control Plan on a regular basis.

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II.2.a.ii.Work with GADOE SNP to ensure Federal meal pattern guidelines are being met.

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II.2.a.iii.Coordinate with maintenance team to ensure kitchen equipment is in working order and maintaining proper temperatures.

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II.2.a.iv.Monitor free and reduced lunch applications and assist parents in completing applications if needed.

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Projected SPLOST Collections at Current Growth is a file used to monitor and project SPLOST collections at every Board of Education Meeting under the Financial tab.


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Description	Ultimate Target	Year	Target	Actual	Result
Teachers Attendance: Average days of sick leave per employee	0	2012-13	0	8.64	

						Improvement but did not Meet
		2011-12	0	8.86		No change or declined
		2010-11	0	8.59		Improvement but did not Meet
		2009-10	0	9.12		Improvement but did not Meet
		2012-13	0	4.32		No change or declined
Administrators Attendance:		2011-12	0	3.60		No change or declined
Average days of sick leave per employee	0	2010-11	0	3.30		No change or declined
		2009-10	0	2.80		Improvement but did not Meet
		2012-13	0	9.28		No change or declined
Support Personnel Attendance:		2011-12	0	7.97		Improvement but did not Meet
Average days of sick leave per employee	0	2010-11	0	8.15		Improvement but did not Meet
		2009-10	0	9.04		No change or declined
		2012-13	0	8.35		Improvement but did not Meet
All Certified Personnel Attendance:		2011-12	0	8.45		No change or declined
Average days of sick leave per employee	0	2010-11	0	8.27		Improvement but did not Meet
		2009-10	0	8.61		Improvement but did not Meet
Teacher Aides Attendance:		2012-13	0	9.67		No change or declined
Average days of sick leave per employee	0	2011-12	0	7.77		

					Improvement but did not Meet
		2010-11	0	8.74	 Improvement but did not Meet
		2009-10	0	11.58	 No change or declined
		2012-13	0	7.95	 No change or declined
		2011-12	0	7.95	 Improvement but did not Meet
Food Service Employees Attendance: Average days of sick leave per employee	0	2010-11	0	8.08	 No change or declined
		2009-10	0	7.68	 Improvement but did not Meet
		2012-13	0	9.88	 No change or declined
		2011-12	0	9.32	 No change or declined
Maintenance/Custodial Employees Attendance: Average days of sick leave per employee	0	2010-11	0	7.83	 Improvement but did not Meet
		2009-10	0	10.59	 Improvement but did not Meet
		2012-13	0	9.55	 No change or declined
		2011-12	0	6.66	 No change or declined
Bus Drivers Attendance: Average days of sick leave per employee	0	2010-11	0	5.76	 Improvement but did not Meet
		2009-10	0	6.20	 No change or declined
Other Classified Attendance: Average days of sick leave per employee	0	2012-13	0	8.45	 No change or declined
		2011-12	0	7.91	 Improvement but did not Meet
		2010-11	0	8.53	 No change or declined
			0	8.10	

All Classified Personnel Attendance: Average days of sick leave per employee	0	2009-10		No change or declined
	0	2012-13	9.00	No change or declined
	0	2011-12	7.37	Improvement but did not Meet
	0	2010-11	7.61	Improvement but did not Meet
	0	2009-10	8.30	No change or declined

Policy

- GAAA - [Equal Opportunity Employment](#)
 GAD - [Professional Learning Opportunities](#)

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II.4.a.Recrut, train and retain highly qualified staff.

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II.4.a.i.Evaluate class size to determine personnel needed allowing for early hiring.

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II.4.a.ii.Use TKES and LKES as an evaluation instrument for appropriate certified personnel.

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II.4.b.To assist with continuous staff learning and growth that builds capacity to support high student achievement.

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II.4.b.i.To oversee the expenditure of Title II funding to meet professional learning needs in identified areas of weakness as determined through needs assessments and stakeholder input as well as providing funds for new teacher orientation, improvement in and cultivation of school and district level leaders, and maintaining and increasing the number of highly qualified teachers on staff.





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II.5.Financial**Performance Objectives**

Description	Ultimate Target	Year	Target	Actual	Result
Audit Status: Status of Audit	Clean and no questioned costs	2011-12	Clean and no questioned costs	Clean and no questioned costs	 Meets or Exceeds
		2010-11	Clean and no questioned costs	Clean and no questioned costs	 Meets or Exceeds
		2009-10	Clean and no questioned costs	Clean and no questioned costs	 Meets or Exceeds
Total Expenses - General Fund: Expenses	N/A	2011-12	-	30,472,124	-
		2010-11	-	30,941,056	-
		2009-10	-	29,491,851	-
		2012-13	N/A	N/A	-
Audit Results: # of audit findings	No findings	2011-12	No Findings	No Findings	 Meets or Exceeds
		2010-11	No Findings	No Findings	 Meets or Exceeds
		2009-10	No Findings	No Findings	 Meets or Exceeds
Budget accuracy: Budget to actual variance	100%	2012-13	N/A	N/A	-
		2011-12	100%	99.63%	 Improvement but did not Meet 

		2010-11	100%	98.05%		Improvement but did not Meet
		2009-10	100%	94.01%		Improvement but did not Meet
		2012-13	N/A	N/A		-
Per pupil costs: Average cost per student	N/A	2011-12	-	10,070		-
		2010-11	-	10,168		-
		2009-10	-	9,588		-
		2012-13	N/A	N/A		-
Workers Compensation: Number of Injuries	0	2011-12	0	69		Improvement but did not Meet
		2010-11	0	84		No change or declined
		2009-10	0	70		No change or declined

Policy

- GAAA - [Equal Opportunity Employment](#)
 GAD - [Professional Learning Opportunities](#)

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II.5.a.To ensure accurate, efficient, and effective system-wide budget, financial, employee compensation processes and financial reporting.

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II.5.a.i.Begin the annual budgeting and financial planning process in February of each year.

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II.5.a.ii.Review and update the financial procedure and policy handbook for school-level activity accounts.

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II.5.a.iii.Maintain system's general fund balance by efficient budgeting and monitoring of spending.

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II.5.a.iv.Continue site based development of individual school budgets.

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II.5.a.v.Continue to audit school student activity accounts on site.

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II.5.a.vi.Participate in an annual financial audit conducted by the State of Georgia Auditing Department.

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III.Ensuring Stakeholder Support and Satisfaction

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III.1.Schools will be safe and nurturing.

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III.1.a.Maintain a safe learning environment for all students.

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III.2.Students, staff, parents, and stakeholders will be satisfied and involved with the schools.

Performance Objectives

Description	Ultimate Target	Year	Target	Actual	Result
Student Attendance Rate: % present daily	100	2012-13	100	95.59	 No change or declined
		2011-12	100	95.87	 Improvement but did not Meet
		2010-11	100	92.8	 Improvement but did not Meet
		2009-10	100	92.2	 Improvement but did not Meet

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III.2.a.Improve instructional effectiveness by increasing the linkage between school, home and the stakeholders.

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III.2.a.i.Continue using the automated calling system to deliver important, time-sensitive messages to parents and staff.

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III.2.a.ii.Continue using the Parent Teacher Organization to bring together stakeholders.

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III.2.a.iii.The schools use various forms of communication sent home to keep parents informed.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.a.iv.Continue to provide various curriculum night programs at the schools.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.a.v.The district provides English Learners sessions throughout the year to support families.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.a.vi.Continue using the Parent Involvement Coordinator as the liaison between school and parents, relaying the needs of one to the other.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.a.vii.Continue sending weekly communications home to inform parents of upcoming school events, classroom happenings,ways to help their child succeed.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.a.viii.Continue using Student Agendas to develop the organization skills important for success as a learner and to help establish and maintain good communication between teachers, students and parents.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.a.ix.The schools provide informational sessions regarding student assessments.

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III.2.a.x.Maintain district and school websites to keep stakeholders informed.

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III.2.a.xi.Provide "Lunch and Learn" opportunities for parents to receive information that is relevant, timely and specific to the grade level.

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III.2.a.xii.Provide "Power Lunch" opportunities for students to receive information that is relevant, timely and specific to the grade level.

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III.2.b.Continue to improve student attendance.

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III.2.b.i.Utilize technology applications, such as the student information system parent portal and/or the automated calling system, to notify parents when a student is absent.

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III.2.b.ii.Attendance Support Personnel and Parent Coordinators are used by the district to monitor attendance and provide support as needed to implement the district's attendance policy.

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III.2.b.iii.The School System Social Worker provides family support as needed to ensure student attendance.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.c.Continue to inform public/stakeholders on a monthly basis the financial status of the system fund.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.c.i.Board Meeting Minutes*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.c.ii.Audit Findings*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.d.Include families and stakeholders as participants in the decision making and the governance of schools.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.e.Coordinate available resources and services for schools and students to provide a successful parent involvement program.*Created on 8/11/2014 at 9:21 AM EST by Mary Ann Walker
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III.2.f.Continue to inform public/stakeholders on a monthly basis the financial status of the system fund.

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III.2.f.i.Board Meeting Minutes

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III.2.f.ii.Audit Findings

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