

**Polk School District Strategic Plan  
District Improvement Plan  
2007-2010**

**System Name:** Polk School District **School Year:** 2010-2011

**Goal 1:** Polk School District will improve student achievement in the elementary, middle, and high schools.

Objective 1: Students in 5<sup>th</sup> and 8<sup>th</sup> taking the appropriate state writing assessments will increase their meet/exceed rate over the next three years from the baseline of 60 by 5 % each year.

<b><u>Fifth Grade</u></b>	<b><u>Eighth Grade</u></b>
'11- 70%, '12 – 75%. '13 – 80%	'11- 65%, '12 – 70%. '13 – 75%

Objective 2: Eleventh grade students taking the GHSWT will increase their pass rate over the next three years from a baseline of 93% to a target rate of 95%.  
'11- 95%, '12 – 96%. '13 – 97%

Objective 3: Students passing the GHSGT will increase by 2% points or maintain a 98-100% each year for the next three years.

2010-2011	ELA:92	Mathematics: 92	Science: 94	Social St.: 75
2011-2012	ELA:93	Mathematics: 93	Science: 95	Social St.: 80
2009-2010	ELA:94	Mathematics: 94	Science: 96	Social St.: 85

Objective 4: Students meeting or exceeding expectations on the Reading and Math portions of the CRCT will increase by 2% each year for the next three years.

<b><u>2010-2011</u></b>	<b><u>2011-2012</u></b>	<b><u>2012-2013</u></b>
3 <sup>rd</sup> : Reading: 90 Mathematics: 75	3 <sup>rd</sup> : Reading: 92 Mathematics: 80	3 <sup>rd</sup> : Reading: 94 Mathematics: 85
5 <sup>th</sup> : Reading: 90 Mathematics: 78	5 <sup>th</sup> : Reading: 92 Mathematics: 80	5 <sup>th</sup> : Reading: 94 Mathematics: 82
8 <sup>th</sup> : Reading: 92 Mathematics: 78	8 <sup>th</sup> : Reading: 94 Mathematics: 80	8 <sup>th</sup> : Reading: 96 Mathematics: 82

Objective 6: Polk School District will increase the graduation rate for students by 5% each year over the next three years.

'11 - 80%, '12 - 85%, '13 - 90%

**SACS Standard 1:** The system establishes and communicates a shared purpose and direction for improving the performance of students and the effectiveness of the system.

**SACS Standard 3:** The system provides research-based curriculum and instructional methods that facilitate achievement for all students.

**SACS Standard 4:** The system enacts a comprehensive assessment system that monitors and documents performance and uses these results to improve student performance and school effectiveness.

**SACS Standard 7:** The system establishes, implements, and monitors a continuous process of improvement that focuses on student performance.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation	
				Artifacts	Evidence of Impact on Student Learning
Track and monitor the system's student achievement initiatives.	'10-'11 to '12-'13	GLISI Support And Materials Data Retreat Materials	Better Seeking Teams Administrative Teams Instructional Coaches	Data: Classroom, School, and System	Increased student achievement. This data will be seen through benchmark assessments, as well as standardized assessments.
Before- and After-School Tutoring in Reading/Math. K-12 Science 9-12	'10-'11 to '12-'13	Aug. –March SFA Prog. LFS Material OAS Practice	Teachers Administrator	Attendance Rosters Progress Reports	Increased test scores for students attending before/after-school programs.
Benchmark Testing of Pre/Post Test in grades K-12.	'10-'11 to '12-'13	Online Assessment System State Pacing Guides	Curriculum Director Administrator	OAS Benchmark Reports	Increased test scores for students.
Calendar Math will for all K-5 classrooms.	'10-'11 to '12-'13	Calendar Math Materials	Curriculum Director Teacher	Math Walls	Increased instructional time for students in mathematical concepts reviewed daily.
Implement Remedial Reading and Mathematics Connection Classes in the middle grades.	'10-'11 to '12-'13	Transitional Math Materials/Training Voyager Reading Materials/Training	Curr. Director SpEd Director Teachers Administrators	Benchmark Results CRCT Results	Increase percentages of students meeting/exceeding in reading and/or math on the CRCT.
Response to Intervention work session with all school representative for interventions	Fall 2010	PSD RTI Pyramid PSD RTI Flow-Chart	Sp. Ed. Dir. Admin. Teachers	Pyramid Flow-Chart	Additional support for all students.

All elementary schools will host reading, math and science nights.	'10-'11 to '12-'13	Etowah GYSTC Supplies	Title I Dir. GYSTC Dir. Teachers	Math/Science Night Rosters	Increased involvement between parents and students.
Easy IEP Update Training for all special education teachers.	July 2008	Easy IEP Software Computers	Sp. Ed. Dir. Teachers Admin.	Attendance Rosters	Accurate and up-to-date IEPs.
Annual TESOL Conference and Kennesaw State ESOL Conference.	'10-'11 to '12-'13	Title III for Registration	ESOL Teachers Reg. Teachers Title III Dir.	Attendance Rosters	Learn new strategies to incorporate into the ELL classes.
GPS Training HS Math and training for CCGPS.	'10-'11 to '12-'13	Standards Curriculum Frameworks	Teachers Curr. Dir. Administrators	Training Materials Training Rosters	Implementation of new standards will lead to improved performance-based instruction in classrooms.
Update Polk School District Curriculum Frameworks (Maps) to reflect the Georgia Performance Standards and Common Core Georgia Performance Standards	'10-'11 to '12-'13	Standards Current Curriculum Frameworks	Teachers Curr. Dir. Administrators	Curriculum Frameworks	Curriculum Frameworks aligned with the Georgia Performance Standards.
Create a school-based listing of targeted student names identified as potential dropouts.	'10-'11 to '12-'13	Testing Data (Remediation Rosters for GHSGT and PL1 List for CRCT)	Teachers Graduation and Instructional Coaches Administrators	List of Potential Dropouts	Strategies directed at target students to assist in keeping them in school will directly impact an increased graduation rate for both high schools.
Implement the NovaNet Program at the middle school and high schools for the alternative programs and for credit recovery.	'10-'11 to '12-'13	NovaNet Title VI Funds	Curriculum Director Principals Graduation Coaches	Credit Recovery Rosters Targeted Dropout List	Decrease in students dropping out of school due to lack of options for credit recovery or alternative programs.

Ombudsman Alternative Program for students that have been removed from the regular setting.	'10-'11 to '12-'13	FTE Funding	Superintendent Director of Student Services	Attendance Logs Grades	Increase the academic achievement of students in alternative education, as well as increase the graduation rate in PSD due to an alternate placement.
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**Goal 2:** Polk School District will provide a healthy and supportive educational climate based on unity and shared vision.

Objective 1: Analyze the results from the Parent/Community Satisfaction Survey in order to reach 90% or maintain if the percentage is 95% for customer satisfaction by 2010.

Objective 2: 100% of Polk School District schools will have a school safety plan created with input or approved by GEMA.

Objective 3: Student daily average attendance rates will increase by 1% each year.

Objective 4: Schools will increase the number of mentors in Polk School District by 2 each year.

**SACS Standard 3:** The system provides research-based curriculum and instructional methods that facilitate achievement for all students.

**SACS Standard 5:** The system has the resources and services necessary to support its vision and purpose and to ensure achievement for all students.

**SACS Standard 6:** The system fosters effective communications and relationships with and among its stakeholders.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation	
				Artifacts	Evidence of Impact on Student Learning
NWGA RESA Leadership Academy – Good to Great	'10-'11 to '12-'13	Registration costs \$100 per participant	District Administrators	Attendance Rosters	New ideas and strategies to incorporate into the school improvement plan and instructional practices.
All professional learning for school/system professional learning will address the school/system needs assessment.	'10-'11 to '12-'13	Professional Learning Needs SIP –District/Schools Professional Learning Funds Title Funds	Professional Learning Director Principals	Code 5 Forms SIP for District/School	Review of impact of professional learning activities toward each SIP.
Conduct District Administrator Walk-throughs in all Polk School District schools.	'10-'11 to '12-'13	Walk-through Checklist	District Administrators	Checklist	Increased occurrences of best practices noted on the District Walk-through Checklist.
Update and review all school level safety plans.	'10-'11 to '12-'13	Safety Plans GEMA Representatives Local Law /Fire Department	Director of Student Services Principals	Safety Plans	Increased awareness and knowledge of actions needs and required in case of a school emergency.

National Bullying Conference	'10-'11 to '12-'13	Registration	Principals Asst. Principals	Attendance Rosters Conf. Materials	Put strategies in place to prevent and/or address bullying.
Continue the Polk School District Board Advisory Committee for parental and community input/communication.	'10-'11 to '12-'13		PSD Board Superintendent Administrators Parents Businesses Co. Officials	Attendance Rosters	Increase the communication/relationships between the school system and parents/community.
Conduct Parent Satisfaction Surveys in the Spring of each school term	'10-'11 to '12-'13	Parent Survey	Parents Administrators	Tallied Surveys for the District	Increased awareness at the school and district level the satisfaction of parents/community. This information is used to assist in developing the SIP, as well as professional learning activities.
Provide a bus for students staying late in the middle and high schools for remediation.	'10-'11 to '12-'13	Bus Teacher Pay	Teachers Administrators Trans. Dir.	Attendance Rosters	Providing a safe mode of transportation for students staying late at the high school will increase attendance in remediation classes.
Implement an Intercession for At-Risk students at all grade levels (CRCT and GHSGT Remediation).	'10-'11 to '12-'13	Salaries \$83,000 Bus/Fuel \$12,000	CO Directors Administrators Teachers Graduation Coaches	Rosters CRCT/GHSGT Data	Increase in the proficiency rate (meets/exceeds)(pass) on the CRCT and GHSGT
Implement a student mentoring program using the high school leadership academy students mentoring the elementary and middle students.	'10-'11 to '12-'13	Bus/Fuel \$2,000	CTAE Director	Participation/ Activities Sheet	Decrease the amount of classroom disturbances and infractions with the students involved in the mentoring program.

**Goal 3:** Polk School District will plan wisely for growth and provide fiscal responsibility.

Objective 1: Meet compliance in the areas of school size and maximum class size for 100% of schools within the district.

Objective 2: Evaluate 100% of the Polk School District facilities annually to address all interior and exterior needs..

Objective 3: Provide annual audits to ensure at least 80% of personnel/programs are fully funded by state and/or federal funds.

Objective 4: Produce budget documents and establish budget process as defined and approved by the Board of Education. The target budget variance is \$500,000 annually.

Objective 5: Student participation in purchasing /receiving school lunches will increase by 3% each year.

**SACS Standard 2:** The system provides governance and leadership that promote student performance and system effectiveness.

**SACS Standard 5:** The system has the resources and services necessary to support its vision and purpose and to ensure achievement for all students.

**SACS Standard 6:** The system fosters effective communications and relationship with and among its stakeholders.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation	
				Artifacts	Evidence of Impact on Student Learning
Track and monitor schools capacity, enrollment, and average class sizes.	'10-'11 to '12-'13	Maximum Class Training FTE Training	Superintendent CO Directors	Data Room Max. Class Size Report FTE Data	Careful monitoring will allow the schools to remain in compliance with class size rules, as well as provide the quality instruction needed.
Monitor building conditions, including exterior and interior building components (mechanical, plumbing, all systems)	'10-'11 to '12-'13		Facilities Director Principals Custodians	Building Survey	Staying abreast of the building condition will enable the district to prevent high cost repairs.
Update and revise the existing Five-Year Facilities Plan.	'10-'11 to '12-'13		Superintendent Facilities Director BOE	Five-Year Facilities Plan	Due to a devastating fire at Westside Elementary, funding for specific projects have been placed on hold. The revised/updated Five-Year Facilities Plan will have adjustments.
Conduct an annual survey of schools to collect information relating to building capacity and infrastructure – Personnel/Program Audit	'10-'11 to '12-'13	FTE Funding Guidelines Maximum Class Size Ruling	Superintendent District Directors	Audit Enrollment Numbers CPI Report	Maximize the funding to ensure fiscal responsibility.

<p>Finance Department and Superintendent will work to produce the necessary documents required to complete the budget process for the Board of Education. The target budget variance is \$500,000 annually.</p>	<p>'10-'11 to '12-'13</p>		<p>BOE Superintendent Finance Director</p>	<p>Monthly Expenditures and Revenue Reports</p>	<p>Sound fiscal responsibility will assist in providing the needed instructional materials – human resources and physical resources.</p>
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**Goal 4:** Polk School District will provide a highly qualified faculty and staff in all schools.

Objective 1: Improve teacher attendance rate by 1% each of the next three years, using 90.00% as baseline.  
 '11 - 90%, '12 - 92%, '13 - 94%

Objective 2: Utilize in-house professional development approach. Each school will work toward 100% participation of certified staff in the district focused professional learning.

Objective 3: Provide a new teacher academy for all first year teachers. 100% of participants will complete the entire program for 1 PLU.

Objective 4: Conduct cohort training in leadership Polk. The cohorts will train upcoming teachers as leaders within the district. 100% of participants will complete the program.

Objective 5: Increase the highly qualified percentage each year by at least 2% to meet the 100% highly qualified goal in Title I schools.

**SACS Standard 2:** The system provides governance and leadership that promote student performance and system effectiveness.

**SACS Standard 5:** The system has the resources and services necessary to support its vision and purpose and to ensure achievement for all students.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation	
				Artifacts	Evidence of Impact on Student Learning
District will focus on increasing teacher attendance by one percentage point each year.	'10-'11 to '12-'13	Cost of Incentives	Superintendent Administrators Teachers	Attendance Sheets	Improvement in academics is dependent upon the qualified and competent knowledge of the teachers. Teachers absent cannot provide this for students.
All certified staff in Polk School District will participate in the in-house training provided each year (individual school book studies)	'10-'11 to '12-'13	Training Materials	Curriculum Director Administrators Teachers	Sign-In Sheets	Maximize the use of collaborative planning to improve instruction.
Conduct the New Teacher Academy for Polk School District.	'10-'11 to '12-'13	New Teacher Academy Handbook New Teacher Academy Calendar	Curriculum Director Title I Director	Completion Notebooks with Feedback Forms	Increased knowledge in curriculum, assessment, special education, ethics, management, communication topics for the first year teachers.

Leadership Polk – Leadership development program will be developed for Polk School District	'10-'11 to '12-'13		CO Directors LP Participants	Attendance Rosters Surveys Feedback Forms	Increase in the potential leaders available from Polk County.
Administrators will work diligently to hire highly qualified and certified teachers for all schools.	'10-'11 to '12-'13		Superintendent Personnel Director Principals	Applications	Increase the highly qualified and certified teacher pool in Polk County.
Title I Schools will increase the percent of teachers meeting the highly qualified status by 2% each year to meet the targeted 100%	'10-'11 to '12-'13		Superintendent Personnel Director Principals	HiQ Data	Increasing percentage to meet the highly qualified target.