



STRATEGIC PLAN

HOPKINS COUNTY SCHOOLS

2018-2023

VISION STATEMENT Preparing today's students to succeed in tomorrow's world.

OUR MOTTO (WHAT WE DELIVER)	OUR MISSION (WHAT WE DO)	CORE VALUES (WHAT WE BELIEVE)
<i>One Team, One Mission, One Community</i>	<i>Unite as one team to learn and inspire.</i>	<i>RESPECTFUL, STUDENT-CENTERED, TEAM ORIENTED, SAFE, COMPASSIONATE, POSITIVE, CARING</i>



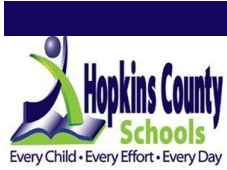
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5 YEAR GOALS: WHAT WE WILL ACHIEVE

STUDENT ACHIEVEMENT	PEOPLE	SERVICE	INNOVATION	RESOURCES	QUALITY
<p>Be the educational choice based on student opportunities and success.</p>	<p>Be the chosen employer where a positive work culture exists for well-trained, recognized, and committed staff.</p>	<p>Foster an environment that supports and serves all stakeholders to elevate student success.</p>	<p>Engage students in a variety of individualized and flexible learning opportunities that educate the whole child inside and outside the classroom.</p>	<p>Utilize resources and provide services with an intentional focus on efficiency and student achievement.</p>	<p>Improve efficiency and effectiveness of district processes in all departments.</p>
<ul style="list-style-type: none"> ● Create a culture in which students value education and are accountable for achieving at high levels. ● Create a culture of instruction that meets individual needs to ensure growth for all students. ● Students will graduate from 	<ul style="list-style-type: none"> ● Create a positive school and district culture that draws and retains high quality leaders, teachers, and staff. 	<ul style="list-style-type: none"> ● Engage all stakeholders in efficient and effective communication focused on equity, excellence, and a shared vision ● Collaboration between all stakeholders to support and value education to foster the success of our students. 	<p>College & Career/Technology</p> <ul style="list-style-type: none"> ● The high schools, including the Career/Technology Center, will provide students with a unique learning experience that results in increased college and/or career readiness, dual credit, and work ethic skills upon high school graduation. <p>Visual & Performing Arts</p>	<p>Department Efficiency</p> <ul style="list-style-type: none"> ● District Departments demonstrate efficient and effective use of funds and resources to positively impact students. <p>Facilities</p> <ul style="list-style-type: none"> ● Maintain and update facilities to meet the needs of our students <p>Attendance</p> <ul style="list-style-type: none"> ● Increase student and teacher attendance for improved student achievement and to 	<p>Facilities</p> <ul style="list-style-type: none"> ● Design and execute efficient, effective processes for procedures to assess district facilities systems and determine long range planning in order to prioritize district-wide needs and be fiscally responsible. <p>Finance</p> <ul style="list-style-type: none"> ● Design and execute efficient, effective processes for typical

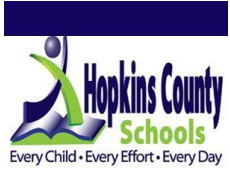


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<p>Hopkins County Schools ready for successful transition to college or career and independent living.</p>	<ul style="list-style-type: none"> ● Create a positive school and district culture that draws and retains high quality leaders, teachers, and staff ● Create a district culture where administrators, faculty, and staff invest in ownership of student success. 	<ul style="list-style-type: none"> ● Improve communication between home and school. 	<ul style="list-style-type: none"> ● Music, art, and dance education will be offered to all students beginning in all elementary schools. Extra-/Co-curricular ● Equitable opportunities for participation will be provided to ensure extra- and co-curricular activities promote child development. 	<p>provide the highest quality instruction.</p> <p>Technology & Instructional Resources</p> <ul style="list-style-type: none"> ● Ensure curriculum, technology resources, and instructional time are research-based and implemented with fidelity to increase student achievement. 	<p>procedures in finance including (but not limited to) budgeting, payroll, accounts payable, grant management, and audit.</p> <p>Food Service</p> <ul style="list-style-type: none"> ● Design and execute efficient, effective processes for food service to include menu planning, staff training, and breakfast and lunch service to increase meal participation. <p>Human Resources</p> <ul style="list-style-type: none"> ● Design and execute efficient, effective processes for typical procedures in human resources including (but not limited to) onboarding, minority recruitment, and teacher recruitment and retention.
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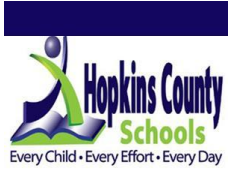


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					<p>Instruction</p> <ul style="list-style-type: none">● Create a culture where students experience success in the general education environment through the implementation of school-led student intervention programs. <p>Safety</p> <ul style="list-style-type: none">● Create an environment of safety, care, and concern where school staff consistently and equitably enforce the code of conduct, and students respectfully adhere to the expectations.● Increase safety and communication. <p>Technology</p> <ul style="list-style-type: none">● Increase efficiency of resources and time for tech staff and school/districts admins in order to allow more security and flexibility with security rights and Access Control.
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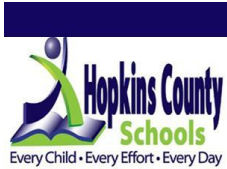
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					<ul style="list-style-type: none">● Increase device management efficiency. Transportation <ul style="list-style-type: none">● Increase efficiency by eliminating dead miles on 95% of routes by 2023.● Increase driver retention to 80% by 2023 by utilizing the rubric scoring system for route assignment.
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STRATEGIC INITIATIVES (DRAFT)



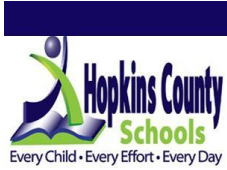


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QUALITY					
<p>Facilities</p> <ul style="list-style-type: none"> ● Complete KDE required Kentucky Facilities Inventory and Classification System (KFICS) project to access the physical condition of all district-wide facilities. ● Utilize KFICS assessment to develop a long-range plan for facilities systems (including but not limited to: Boilers, HVAC, plumbing, electrical, roofing, flooring, etc.) 	<p>Department Efficiency</p> <ul style="list-style-type: none"> ● Educate stakeholders about the financial business of the school district by providing ongoing financial updates with employees, stakeholders and community. ● Increase and utilize community resources for supporting overall student wellbeing. 	<ul style="list-style-type: none"> ● Use parent/student exit surveys to gauge the effectiveness of communication to students and families about the opportunity for and access to the following areas: <ul style="list-style-type: none"> ● Career and Technology ● Visual & Performing Arts ● Athletics/Extracurricular/Co-Curricular ● Use student interest survey data to progressively align staffing needs and course offerings at the Career and Technology Center. ● Ensure all elementary 	<ul style="list-style-type: none"> ● Maximize the use of parent portal as a means of communicating with parents to include grades and attendance. ● Increase transparent communication between school board/leadership with community, faculty, staff, and parents. ● Expand district level celebrations of students, staff, and schools through positive media presence and community engagement. ● Foster 2-way conversations to increase opportunities for parents to support 	<ul style="list-style-type: none"> ● Afford opportunities for employees to offer input into decisions that affect our workplace. ● Provide compensation and benefits equal or better than surrounding and similar school districts. ● Implement targeted professional development opportunities for all staff. ● Increase communication with staff and school leaders. ● Foster cultural diversity to enhance our school and community. 	<ul style="list-style-type: none"> ● Increase the percentage of Kindergarten-Second grade students scoring proficient and distinguished in Reading and Math based on MAP scores or district approved instrument. ● All students will show a minimum of one year's growth per school year with increased growth for students performing below grade level based

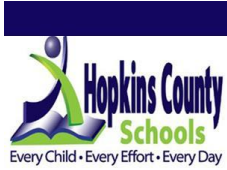


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<p>on MAP or district approved assessment.</p> <ul style="list-style-type: none"> ● Increase student achievement in grades 3 through 8 as measured by Kentucky’s system of accountability. ● Increase graduation rate as measured by Kentucky’s system of accountability. ● Increase transition readiness as measured by Kentucky’s system of accountability. ● Increase student engagement through expanded use of individualized instructional 		<p>student learning at home and in school.</p>	<p>school students have access to the same Visual & Performing Arts programs.</p> <ul style="list-style-type: none"> ● Ensure all schools provide opportunities for co- and extra-curricular activities. 	<p>Facilities</p> <ul style="list-style-type: none"> ● Develop a long-term facility and grounds plan to update operational systems and review annually to determine the best use of facility resources for improvement. <p>Attendance</p> <ul style="list-style-type: none"> ● Provide focused supports for truant students and families, including home visits, phone contacts, Family Resource Youth Services Center supports, and court interventions. 	<p>repair and replacement within annual budget.</p> <p>Finance</p> <ul style="list-style-type: none"> ● Educate school finance staff on process and procedures so financial resources are used efficiently to positively impact students. ● Collaborate with community stakeholders so resources are effectively used to support students’ overall wellbeing. <p>Food Service</p> <ul style="list-style-type: none"> ● Collaborate with food service staff to create 3-week cycle breakfast and lunch menus that meet nutrition guidelines
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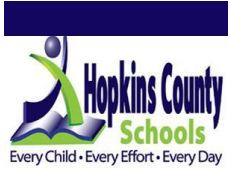


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<p>strategies as measured by district walkthrough data.</p>				<ul style="list-style-type: none"> ●Increase recognition of teachers and students for attendance. Technology / Instructional Resources ●Develop a process to monitor the effectiveness and use of current curriculum, programs, and resources to drive continuation and purchase of new or additional products. 	<p>and increase daily meal participation.</p> <ul style="list-style-type: none"> ●Provide all food service staff with required annual training in a face-to-face format from district office staff. ●Provide cafeteria managers with monthly trainings that focus on the four core components of child nutrition services. ●Collaborate with building level administrators to improve access to breakfast for students i.e., Grab-N-Go, Second Chance Breakfast, Breakfast in the Classroom.
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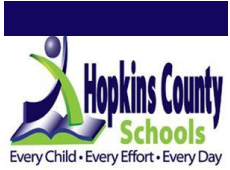


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					<ul style="list-style-type: none">● Explore options for additional lunch menu choices to improve student participation. <p>Human Resources</p> <ul style="list-style-type: none">● Create flowcharts of specific HR onboarding processes in order to increase efficiency.● Track and increase minority recruitment efforts.● Develop a database that allows tracking teachers' movements from school to school as well as exiting and reentering the profession.● Create incentives to attract and retain
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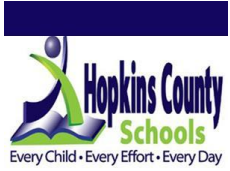


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					<p>highly effective teachers.</p> <p>Instruction</p> <ul style="list-style-type: none">• Develop a district KSI guidance document to help facilitate school-led and operated intervention teams districtwide.• Train KSI Student Support Team members on implementation of school-led and operated KSI support teams. <p>Safety</p> <ul style="list-style-type: none">• Implement a school student success program to include PBIS strategies and Emotional Intelligence, Youth Mental Health
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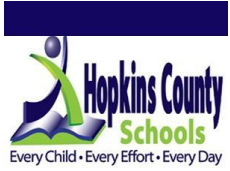


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					<p>First Aid, Trauma Informed Care, Safe Crisis Management, Green Dot, Stop Tip Line, and Sources of Strength curricula.</p> <ul style="list-style-type: none">•Redefine school student success teams to include the following: PBIS coach, guidance counselor, FRYSC coordinator, special education building coach, Sources of Strength coordinator and adult advisor, school principal or assistant principal, SOS/ICE instructional
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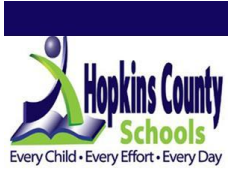


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					<p>assistant, school resource officer, and at least two lead teachers (one core and one specials/elective area).</p> <ul style="list-style-type: none">• Consolidate and centralize the management of security cameras and video captures in the Central Office datacenter.• Evaluate the management of Access Control in each school (badges, door buzzers) using the same platform as security cameras. <p>Technology</p> <ul style="list-style-type: none">• Integrate new IP based phone systems with
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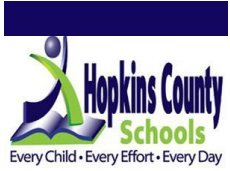


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					<p>intercom systems in schools.</p> <ul style="list-style-type: none">• Upgrade workstations to Windows 10 and implementing management with Microsoft Intune from the new Microsoft Licensing model. <p>Transportation</p> <ul style="list-style-type: none">• Track the number of drivers that were awarded the route through the “Proximity to Route” section of the rubric scoring system.• Track the number of drivers awarded routes based on the rubric scoring system compared to the number of
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					drivers returning for employment the following year.
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POTENTIAL MEASURES OF SUCCESS (DRAFT)



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STUDENT SUCCESS	PEOPLE	SERVICE	INNOVATION	RESOURCES	QUALITY
<ul style="list-style-type: none"> ● Increase the % of students achieving one year growth from ___ to ___ based on MAP or other district selected assessment. ● Increase the % of Kindergarten-Second grade students scoring Proficient and Distinguished in Reading and Math from ___ to ___ based on MAP or other district selected assessment. ● Increase 	<ul style="list-style-type: none"> ● Increase Employee Engagement survey mean from ___ to ___. ● Increase % participation in professional development of staff from ___ to ___. ● Decrease certified employee turnover rate from ___ to ___. ● Decrease classified employee turnover rate from ___ to ___. ● Increase minority 	<ul style="list-style-type: none"> ● Increase Parent Satisfaction survey mean from ___ to ___. ● Increase number of schools with weekly IC Gradebook entries from ___ to ___. 	<ul style="list-style-type: none"> ● SMART Goals to be determined upon completion of surveys (measure the number of CTC courses that are offered - increase X to Z.) ● Increase the number of elementary schools who offer VPA from ___ to ___ based on staffing allocations. ● Increase the % 	<p>Department Efficiency</p> <ul style="list-style-type: none"> ● Increase the mean on the employee engagement question “The Superintendent manages district finances effectively” from ___ to ___. <p>Facilities</p> <ul style="list-style-type: none"> ● Increase the district facility projects 	<p>Overall measure</p> <ul style="list-style-type: none"> ● Increase the District Services Survey mean from ___ to ___. ● Note: other measures will be added as quality goals are determined. <p>Facilities</p> <ul style="list-style-type: none"> ● Decrease the facilities system needs as identified by the KFICS assessment by 10% by 2023. <p>Finance</p> <ul style="list-style-type: none"> ● Decrease audit findings from ___ to ___. ● Increase the number of community/stakeholder financial presentations from ___ to ___. <p>Food Service</p> <ul style="list-style-type: none"> ● Increase breakfast participation from 32.5% to 35%. (Each school reaches



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<p>student achievement in grades 3 through 8 from ____ to ____ as measured by KY’s system of accountability.</p> <ul style="list-style-type: none"> ● Increase graduation rate from ____ to ____ as measured by KY’s system of accountability. ● Increase transition readiness from ____ to ____ as measured by KY’s system of accountability. <p>Increase student engagement through use of individualized instructional strategies from ____ % in Fall to ____ % in Winter/Spring based on district</p>	<p>employee ratio from ____ to ____.</p>		<p>of CTC courses that match student career pathway needs from ____ to ____.</p> <ul style="list-style-type: none"> ● Increase number of students earning dual credit from ____ to ____ as measured by Kentucky system of accountability. <p>Increase number of students earning industry certification from ____ to ____ as measured by Kentucky system of accountability.</p>	<p>completed by proactive planning from ____ to ____.</p> <ul style="list-style-type: none"> ● Decrease the need for bonded projects based on proactive planning and staggered projects from ____ to ____. <p>Attendance</p> <ul style="list-style-type: none"> ● Increase student attendance from ____ to ____. ● Increase certified staff attendance from ____ to ____. ● Increase 	<p>12 more students for breakfast per day)</p> <ul style="list-style-type: none"> ● Increase lunch participation from 70% to 72%. (Each school reaches 15 more students for lunch per day). <p>Human Resources</p> <ul style="list-style-type: none"> ● Through recruitment efforts, increase minority employees for Hopkins County Schools from ____ to ____. ● By providing a quality place to work, teacher retention will increase from ____ to ____. <p>Instruction</p> <ul style="list-style-type: none"> ● Increase the number of school-led and operated Kentucky Systems of Intervention Student Support Teams from 1 school-led program to 14 school-led programs. <p>Safety</p> <ul style="list-style-type: none"> ● Decrease the number of district in-school suspension events from ____ to ____. ● Decrease the number of district out-of-school suspension events from ____ to ____. ● Increase the management of security cameras and video captures in the
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<p>walkthrough data.</p>			<p>classified staff attendance from ____ to ____.</p> <p>Technology</p> <ul style="list-style-type: none"> ● Increase program effectiveness and usage data from _____ (baseline) to _____ before purchases will be approved. 	<p>Central Office datacenter from 0 schools to 16 schools.</p> <ul style="list-style-type: none"> ● Increase the number of schools with badge access control for entrance integrated with new access control software from 0 schools to 16 schools. <p>Technology</p> <ul style="list-style-type: none"> ● Increase the percentage of workstations equipped with Windows 10 from 2% to 95%. <p>Transportation</p> <ul style="list-style-type: none"> ● Increase routes awarded from 94 to 95% to eliminate dead miles. ● Increase driver retention from 79 to 80%.
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