



Covington City Public Schools

Strategic Plan

2018-2023

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Strategic Plan (2018-2023)

This plan provides the framework for leadership and assistance that focuses on the goals and needs of students and educators. These goals must address diversified needs of students who will be become citizens in a global, technological economy. In this plan, objectives and strategies are developed to improve and maintain high-levels of student achievement. Additionally, this plan assesses which objectives have been achieved as well as assesses the needs to be addressed throughout the division during the specified time frame. This plan is reviewed and revised annually.

INSTRUCTION – provide high-quality, effective learning environments for all students.

Objective 1: Accountability for Student Learning to include academic achievement for all students:

English (reading and writing), mathematics, science (multiple assessments), social studies, and student growth in English reading and mathematics.

Time Line:	Strategies / Activities	Responsibility
On-going	<ul style="list-style-type: none"> • Increase graduation completion index • Decrease dropout rates • Improve absenteeism • Focus on college, career, and civic readiness at all levels (elementary, intermediate, secondary) including “Profile of a VA Graduate” • Focus on Student Success Policies - ESSA (Every Student Succeeds Act, 2017) 	Superintendent Director of Instruction Supervisor of Student Services Principals School Counselors Teachers Instructional Personnel

Objective 2: Use scientific research-based intervention to narrow the achievement gaps of all subgroups.

Time Line:	Strategies / Activities	Responsibility
On-going	Continue using reading and literacy strategies (Fusion, iSPIRE, iReady, Accelerated Reader, SuperKids, Orton Gillingham) that connect best-practices and research with reading. <ul style="list-style-type: none"> • Teachers will focus on instructional strategies that support comprehension of text and word recognition. • Supervisors will monitor and support all strategies and provide adjustments as needed. 	Superintendent Director of Instruction Principals Title I Director Teachers
On-going	Continue encouraging teachers to attend academic conferences in their	Superintendent

	content field and/or research-based instructional strategies	Director of Instruction Principals
On-going	Continue to provide the opportunity for professional development and course options (for all faculty and staff) related to current instructional practices <ul style="list-style-type: none"> • DSLCC Summer Institutes (each summer) • TTAC • Teacher request for online courses • Simple K12 • Free online MOOCS (i.e. Coursera, Alison) 	Superintendent Director of Instruction Principals
Each 6-weeks and/or 9-weeks	Analyze student data on various benchmark assessments (“PALS,” “PALS+”, “Assessment and Analytics,” “SOLs”) to determine appropriate student intervention plans <ul style="list-style-type: none"> • Continue either 6-weeks/9-weeks testing; if applicable benchmark assessments determine remediation at all three schools 	Superintendent Director of Instruction Principals Testing Coordinator Teachers Instructional Personnel
Annual	Analyze student growth <ul style="list-style-type: none"> • Pre/Post Tests used to determine student growth • Academic achievement for all students in addition to subgroups in English (reading) and mathematics 	Superintendent Director of Instruction Principals Testing Coordinator Teachers Instructional Personnel
On-going	Provide flexible scheduling and grouping for students not meeting benchmarks <ul style="list-style-type: none"> • All schools now have reading/literacy remedial time incorporated into the daily schedule • All personnel have designated times before/after school for tutoring and remediation • CHS offers “Power Hour” daily (scheduled around lunch) 	Director of Instruction Principals School Counselors Teachers
2018 On-going (will achieve all by 2019)	Monitor student progress regularly <ul style="list-style-type: none"> • Benchmark assessments (“Assessment and Analytics”) • Edgemont/Jeter-Watson/CHS use the following: PALS, PALS+, SuperKids, Accelerated Reader, Orton-Gillingham, iSPIRE, Fusion, iReady • Weekly collaboration (grade groups and departments) – all schools • Formative/Summative Assessments – all schools • Performance based assessments developed/used at various grade levels • Grading scales and policies will be researched for possible modifications • Rubric based grading system may be used to score some assessments and assignments 	Superintendent Director of Instruction Supervisor of Student Services Principals School Counselors Teachers
Yearly	Coordinate programs of intervention between programs (Regular Education, Special Education Title I, remediation, etc.)	Superintendent Director of Instructor Supervisor of Student Services

	<ul style="list-style-type: none"> • Response to Intervention (EPS/JWIS) • CHS has “Power Hour” (approximately 30 minutes per day) at CHS • EPS and JWIS continue with daily remediation program (ranging from 30-45 minutes per day) 	Principals
On-going	<p>Provide intensive intervention for students reading below grade level</p> <ul style="list-style-type: none"> • EPS - (Students who do not meet the PALs benchmark will receive Title I support.) • CHS – Developmental Reading courses (FUSION and iSPIRE) • JWIS – working with students during structured reading intervention classes such as Fusion, ISPIRE, iReady, Orton Gillingham. • Fusion Reading Program (grades 6 – 12) 	Director of Instruction Principals Teachers
On-going	<p>Use all curriculum resources (curriculum guide, pacing guide, enhanced scope and sequence, SOL blueprints, etc.) to provide aligned instruction for students.</p> <ul style="list-style-type: none"> • Standards of Learning revised in the following areas: Fine Arts (2013); Health Education, Physical Education, and Driver Education (2015); History and Social Science (2016); Mathematics (2016); English (2017); Computer Science (2017) 	Superintendent Director of Instruction Principals Teachers
On-going	<p>Provide instruction for each student on his/her instructional level; thereby, providing differentiated instruction that will meet each student’s needs.</p>	Teachers
Each 6-weeks Daily On-going	<p>Monitor subgroup progress, not only on benchmark and SOL tests, but also on teacher-made assignments, as well.</p> <ul style="list-style-type: none"> • “Assessment and Analytics” used to monitor subgroup information 	Superintendent Director of Instruction Principals Teachers
On-going	<p>Learning Opportunities Expanded</p> <ul style="list-style-type: none"> • Governor’s School, Virtual Virginia, Blended Learning, Online Learning such as Odysseyware, Dual enrollment 	Superintendent Director of Instruction Principals School Counselors Teachers
Objective 3: Increase vocabulary through developing background knowledge (in all courses, at all grade levels.)		
Time Line:	Strategies / Activities	Responsibility
On-going	<p>Provide students with key vocabulary that they will need to know to be successful on SOLs and other assessments.</p> <ul style="list-style-type: none"> • Continue to work on vocabulary at all three schools in all classes • Use word walls from VDOE at EPS/JWIS/CHS • Fusion Reading Program (grades 6 – 12) as well as other reading programs 	Teachers
On-going	<p>Use creative projects to encourage students’ use of unfamiliar vocabulary words.</p>	Teachers

	<ul style="list-style-type: none"> • Project-based and problem-based learning (all grades) • Profile of a Virginia Graduate • Technology tools and applications 	
Daily On-going	<p>Use strategies to highlight the content vocabulary that is needed at each grade level (textbook, reading resources, SOL resources, technology resources, etc.)</p> <ul style="list-style-type: none"> • Teachers doing more work with vocabulary (indicated in lesson plans) • Classroom Observations – teachers working more on content vocabulary • Word Walls from VDOE are used in some classrooms 	Director of Instruction Principals Teachers
Objective 4: Increase Parent Involvement		
Time Line:	Strategies / Activities	Responsibility
On-going	<p>Use special events and activities within each school to encourage parents to be involved in the school community. Encourage parents to become an active part of advisory committees, volunteer groups, and other working groups within each school.</p> <ul style="list-style-type: none"> • Variety of student performances at all schools – all year • Special Events – Open House at schools • Alleghany Highlands Regional Library (events for librarians, students, and parents) • Band Boosters/Quarterback Club/ at CHS • APT - EPS • Book Fairs - EPS/JWIS/CHS • Polar Express, Fall carnival, Veteran's day program - EPS • Volunteer program – EPS 	Principals Teachers
On-going	<p>Explore creative ways to get parents to attend parent/teacher conferences.</p> <ul style="list-style-type: none"> • School contests (i.e. pizza party for class with the most parents in attendance) • Personal phone calls to parents • School Messenger Communication/Correspondence • CHS (i.e. student early dismissal for winter break if parent attends conference) • School newsletters • Students given “free passes for HW if parent attends school conferences 	Principals Teachers
On-going	<p>Investigate creating literacy opportunities for all stakeholders within the community.</p> <ul style="list-style-type: none"> • GED • Public Library • FAPT • Public computer lab possibly in schools 	Superintendent Director of Instruction Supervisor of Student Services Principals Teachers
Objective 5: Work to meet or exceed benchmarks for Adequate Measurable Objectives and State Accreditation		

Time Line:	Time Line:	Time Line:
Yearly	Federal (AMO) benchmarks <ul style="list-style-type: none"> ALL SCHOOLS FULLY ACCREDITED 2017-2018 	All instructional personnel
Yearly	State benchmarks <ul style="list-style-type: none"> ALL SCHOOLS FULLY ACCREDITED 2017-2018 	All instructional personnel
On-going	Teachers will use: curriculum guides, pacing guides, enhanced scope and sequence, SOL Blueprints, adopted textbooks, and other resources in their instructional planning <ul style="list-style-type: none"> Monitored through principals checking lesson plans, attending department meetings, grade groups, classroom observations, etc. Standards of Learning revised in the following areas: Fine Arts (2013); Health Education, Physical Education, and Driver Education (2015); History and Social Science (2016); Mathematics (2016); English (2017); Computer Science (2017) 	Director of Instruction Principals Teachers
On-going	Lesson plans will be developed by teachers and monitored by administrators – noting differentiated instruction and alignment with the Standards of Learning <ul style="list-style-type: none"> Continue to work on noting differentiated instruction Continue to work on differentiated instruction all strategies and tasks Develop unit plans to correlate with lesson plans Develop diversified assessments 	Director of Instruction Principals Teachers
On-going	Instructional staff will attend conferences and professional development activities that will enhance their understanding and practice of using differentiated instruction and/or content knowledge. <ul style="list-style-type: none"> DSLCC Summer Institutes Online courses, as requested (i.e. MOOCS) On-going English, reading, math professional development Local instructional day for professional development Simple K12 PALS office provides literacy PD for appropriate EPS/JWIS staff PALS (webinars) VKRP – Virginia Kindergarten Readiness Program (webinars) Orton Gillingham conference and professional development (JMU) Special Education inclusion content teaching academy (JMU) TTAC provides professional development VDOE provides professional development Professional development sponsored by the Alleghany Foundation 	Superintendent Director of Instruction Principals Teachers
2018 - On-going	Successfully implement the “Profile of a Virginia Graduate” initiative	Superintendent

	<ul style="list-style-type: none"> Professional development provided Pacing guides and lesson plans revised Performance based assessments Project/problem-based learning Five C's (critical thinking, creativity, communication, collaboration, citizenship) incorporated into assignments and assessments Student growth measures Students prepared for postsecondary opportunities through work-based learning experiences (job shadowing, mentoring, internship, apprenticeship, etc) Expectations are rigorous and relevant in all academic areas Online learning opportunities in various disciplines for all students 	Director of Instruction Principals Teachers Instructional Personnel
Annually/Bi-Annually	Staff (individual) areas of strength and areas of improvement will be addressed through the evaluation process	Superintendent Director of Instruction Principals
Objective 6: Transition gifted program into meeting the new regulations for gifted education		
Time Line:	Strategies / Activities	Responsibility
Complete by 2018	Gifted Plan will be reviewed and modified in 2017-2018.	Director of Instruction Gifted Resource Teacher
On-going	Provide professional development to all teachers of gifted students on topics dealing with giftedness and/or best practices as needed. <ul style="list-style-type: none"> Training for teachers provided by gifted resource teacher as needed. 	Director of Instruction Principals Gifted Resource Teacher Teachers
Yearly	Encourage student participation in the summer Residential Governor's School (to include DSLCC summer ecology program) <ul style="list-style-type: none"> School counselors and/or gifted resource teacher disseminate information to students School counselors distribute information to appropriate departments to help find student candidates 	Director of Instruction Principals School Counselors Gifted Resource Teacher Teachers
On-going	Provide more opportunities for gifted students to participate in various enrichment programs. <ul style="list-style-type: none"> More dual enrollment classes and advanced courses (when applicable) 	Director of Instruction Principals School Counselors Gifted Resource Teacher Teachers
Yearly	Encourage students to attend Jackson River Governor's School Student <ul style="list-style-type: none"> Parent meetings with JRGS Director and School Counselors 	Director of Instruction Principals School Counselors Teachers
Objective 7: Successfully implement the "Profile of a Virginia Graduate"		

2018 on-going	<ul style="list-style-type: none"> • Incorporate the 5 C's – critical thinking, creative thinking, collaboration, communication, citizenship • College and career readiness promoted through rigorous standards • Elementary/Intermediate: career exposure, exploration, and planning Secondary: work and service-based learning experiences to include job shadowing and internships • Provide more flexibility for student choice of courses and possibly reduce SOL testing • Evaluate the need for schedule changes to facilitate personalized learning 	Superintendent Director of Instruction Director of CTE Principals School Counselors Teachers Instructional Personnel
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Objective 8: Revise the Career and Technical Education programs to include current/future career fields

2018 on-going	<ul style="list-style-type: none"> • Incorporate new standards set by VDOE - CTE department to include work-based learning experiences • Work with community college on career program offerings involving CTE courses 	Superintendent Director of Instruction Director of CTE Principals School Counselors Teachers Instructional Personnel
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FOOD SERVICE

Objective 1 : The school food service program will provide nutritious meals to all students

Time Line:	Strategies / Activities	Responsibility
On-going	Use Point of Sale system in all three schools in serving lines to track paid, free, and reduced meals (2017-2018 - all students at EPS and JWIS receive free breakfast and lunch)	Supervisor of Food Service
On-going	Explore ways to increase meal participation at the high school	Supervisor of Food Service CHS Administrators
On-going	Operate and maintain school food service program which meets local, state, and federal regulations.	Supervisor of Food Service Cafeteria Staff
Yearly	Provide staff training and safety programs	Supervisor of Food Service
Yearly	Implement HCAAP Procedures	Supervisor of Food Service
On-going	Maintain financial integrity of food service program	Supervisor of Food Service
Yearly	Prepare for CRE and SMI reviews	Supervisor of Food Service

TRANSPORTATION SERVICES

Objective 1: Provide appropriate, safe and efficient school transportation services

Time Line:	Strategies / Activities	Responsibility
Yearly	Provide staff training and safety programs	Supervisor of Transportation Services

Yearly	Examine and update bus routes as necessary	Supervisor of Transportation Services Bus Drivers
On-going	Insure that buses are maintained on a schedule per state requirements	Supervisor of Transportation Services Chief of Maintenance Bus Drivers
Yearly, as budget allows	Replace buses, as necessary <ul style="list-style-type: none"> 2017-2018 two new buses 	Superintendent Supervisor of Transportation Services
Yearly	Train and employ substitutes, as necessary	Supervisor of Transportation Services Bus Drivers
Yearly, as budget allows	Explore options for purchasing/replacing staff vehicles due to current mileage on present vehicles	Supervisor of Transportation Services
On-going	Explore possibility of working collaboratively with city to purchase equipment for maintenance on school and city transportation	Superintendent Supervisor of Transportation Services
On-going	Explore recruitment for additional substitute bus drivers. <ul style="list-style-type: none"> Post on website and in newspaper(s) 	Supervisor of Transportation Services Coordinator of Human Resources

SAFE SCHOOL ENVIRONMENTS

Objective 1: Provide safe environments conducive to learning

Time Line:	Strategies / Activities	Responsibility
On-going	<ul style="list-style-type: none"> Virginia Tiered Systems of Supports (VTSS) and Positive Behavior Intervention Plans (PBIS) Support services (anti-bullying programs, truancy monitoring, concussion policies, nutritional guidelines, community engagement) 	Superintendent Supervisor of Student Services Supervisor of Child Nutrition School Nurse Athletic Director/Athletic Trainer Principals Teachers School Resource Officer Community Agencies
On-going	Maintain preparedness level for any crisis through continued attention to Crisis Management Plans <ul style="list-style-type: none"> Crisis Management Plans - each school administrator presents to the CCPS school board annually CCPS is a member of the local Emergency Planning Committee Emergency preparedness information is on CCPS website Earthquake/Tornado Drill 	Superintendent Supervisor of Student Services Principals Teachers School Resource Officer Community Agencies

	<ul style="list-style-type: none"> • Fire Drills (monthly) • Lockdown Drills (September/January and possibly more) • Threat Assessment Team(s) at each school • Crisis Management Team(s) at each school 	
On-going	<p>Implement and maintain Bullying Prevention programs by cooperating with community agencies and other outreach programs (incorporate into school activities)</p> <ul style="list-style-type: none"> • Alleghany Highlands Community Services Board • Character Counts Club at all three schools • Partnership with Community Services Board (mental health in-service and information) • DARE program – 5th grade at JWIS • Responsive Classroom at EPS and JWIS 	<p>Supervisor of Student Services School Administrators Teachers School Counselors School Resource Officers Community Agencies</p>
On-going	<p>Maintain School Resource Officer program with Covington City officials and the police department</p> <ul style="list-style-type: none"> • SRO presence at CHS, EPS and JWIS 	<p>Superintendent Supervisor of Student Services Police Department</p>
On-going	<p>Continue school safety audits and “walk-throughs” with building administrators</p> <ul style="list-style-type: none"> • Regular walk thrus with administrators and Director of Maintenance • Safety audits are completed and processed by student services offices • School safety procedures recently reviewed • Weekly walk thrus with administrator and head custodian at each school 	<p>Director of Maintenance School Administrators Custodians</p>
On-going	<p>Provide information that will maintain effective school-wide discipline through positive behavior support systems.</p> <ul style="list-style-type: none"> • CHS – “Cougar PRIDE” • JWIS - “Panther PRIDE” • JWIS and EPS use “responsive classroom as a positive behavior support program 	<p>Superintendent Supervisor of Student Services School Administrators Teachers School Counselors Community Agencies</p>
2018	<p>Upgrade security system to include cameras and doors</p>	<p>Superintendent Supervisor of Student Services School Administrators Director of Maintenance Community Agencies</p>
On-going	<p>Maintain School Nurse programs</p> <ul style="list-style-type: none"> • All schools have full-time nursing services during the instructional day 	<p>Superintendent Supervisor of Student Services Leslie Downer Alleghany Foundation</p>

STUDENT SUPPORT SERVICES

Objective 1: Provide appropriate services/programs that directly and indirectly support students in our schools and community

Time Line:	Strategies / Activities	Responsibility
On-going	<p>Develop and fully implement a division Graduation Team to decrease the dropout rate and increase the graduation rate</p> <ul style="list-style-type: none"> Graduation Team meets monthly from October – May 	<p>Superintendent Director of Instruction Supervisor of Student Services School Administrators School Counselors Teachers</p>
2017 On-going	<p>Develop Attendance Policy at each school</p>	<p>Superintendent Director of Instruction Supervisor of Student Services School Administrators School Counselors Teachers</p>
On-going	<p>Develop mentoring programs in all 3 schools to assist “at-risk” population</p> <ul style="list-style-type: none"> Faculty and staff mentor students as needed CHS staff member has been designated as a mentor and has successfully completed a mentorship program 	<p>Superintendent School Counselors Supervisor of Student Services School Administrators Teachers</p>
Yearly	<p>Update and revise the division’s Section 504 policies and procedures to maintain federal and state compliance</p> <ul style="list-style-type: none"> The 504 plan is in compliance with federal and state regulations. Information sent to staff regularly 	<p>Superintendent Director of Special Education Supervisor of Student Services School Counselors</p>
On-going	<p>Implement a Response to Intervention methodology for reading, math, and behavior in all 3 schools</p> <ul style="list-style-type: none"> Remediation Period (approximately 30 minutes) at CHS (“Power Hour”) Remediation Period (approximately 30 minutes) at JWIS (grades 4 & 5) Math remediation (6th grade) - iReady math, second semester Remediation Period (as schedule dictates & based on student needs) at EPS Fusion Reading Program (grades 6 – 12) Math skills and writing skills will be addressed at each grade level through various programs 	<p>Superintendent Director of Instruction Supervisor of Student Services School Administrators School Counselors Teachers</p>
On-going	<p>Continue collaboration and outreach opportunities with local agencies to support the physical and mental health needs of students.</p> <ul style="list-style-type: none"> Mental health counselor provided beginning January 2018 Therapeutic day treatment services in all 3 schools Cooperation with CSB and Health Department staff Dental and flu clinics held Periodic required screening completed by staff 	<p>Superintendent Supervisor of Student Services School Administrators School Counselors School Nurses Community Agencies</p>

	<ul style="list-style-type: none"> Mental Health in-services provided by CSB staff for CCSP employees 	
PERSONNEL (Staffing Needs)		
Objective 1: Maintain an ongoing personnel program that provides our staffing needs with highly qualified individuals		
Time Line:	Strategies / Activities	Responsibility
Yearly	Utilize selection process that recruits, retains, and appropriately selects the best possible candidate <ul style="list-style-type: none"> Encourage licensed personnel to pursue additional education (possible assistance through professional development) 	Central Office Administrators Human Resources Coordinator School Administrators
Yearly	Provide comprehensive program of staff orientation transition and support	Central Office Administrators Human Resources Coordinator
On-going	Provide comprehensive system of staff development that meets the unique needs of the school division as well as staff members <ul style="list-style-type: none"> Schools have initiated staff development based upon their individual school's needs. 	Central Office Administrators Human Resources Coordinator School Administrators
Yearly	Obtain full licensure for All licensed personnel (Collegiate Professional or Postgraduate Professional) <ul style="list-style-type: none"> Effective and Highly Qualified Educators "Guidelines for Uniform Performance Standards and Evaluation Criteria for Teachers, Principals, and Superintendents (2015)" and "Regulations Governing the Review and Approval of Education Programs in Virginia and the Licensure Regulations for School Personnel (2016)" 	Superintendent Human Resources Coordinator Director of Instruction
Yearly	Obtain highly qualified status for All licensed personnel and instructional aides <ul style="list-style-type: none"> All licensed personnel are highly qualified All instructional aides are highly qualified (associates degree, ParaPro, etc.) All required personnel will complete autism training All required personnel will complete dyslexia training First Aid course/CPR course provided for all staff 	Superintendent Human Resources Coordinator
PERSONNEL (Management)		
Objective 1: Maintain an effective program of personnel management that meets the needs of the division, its employees, and meets all statutory and regulatory requirements.		
Yearly	Review/revise personnel policies and procedures <ul style="list-style-type: none"> Revise as provided by VSBA 	Superintendent Human Resources Coordinator
On-going	Review/update employment applications	Human Resources Coordinator
Yearly	Provide website access to employment applications <ul style="list-style-type: none"> Applications are available for download on the CCPS Website 	Director of Technology Human Resources Coordinator

Yearly	Review/revise personnel document management system	Human Resources Coordinator
Yearly	Monitor job descriptions	Superintendent Human Resources Coordinator
On-going, as needed	Provide in-service to all employees on human resources and fringe benefits (included in current handbook)	Human Resources Coordinator
On-going	Use timekeeping records for all classified employees	Human Resources Coordinator Classified Staff
On-going	Provide access to employee leave records	Director of Finance Human Resources Coordinator
Yearly	Review and consider revisions and upgrades for all job descriptions and salary scales for all classified positions	Superintendent Human Resources Coordinator
TECHNOLOGY		
Objective 1: Provide a safe, flexible, and effective learning environment for all students		
Time Line:	Strategies / Activities	Responsibility
Daily, as appropriate – on-going	<p>Deliver appropriate curricula to students through a combination of regular classroom instruction, blended instruction, and virtual instruction.</p> <ul style="list-style-type: none"> • Instructional lessons contain integrated technology at all schools • Smart TVs, SmartBoards are used to deliver instruction in various classes • Tablets/Chromebooks purchased through e-Backpack funds (CHS) • CHS has 1:1 for students (includes tablets, chromebooks, laptops) • Google Classroom is used in various classes • Domain 21stCenturyLearning.info is utilized for Google Classroom and other applications (all students and teachers have a gmail account in the secure domain) 	Director of Technology Principals Teachers
2017 - On-going	<p>Provide the technical and human infrastructure necessary to support real, blended, and virtual learning environments.</p> <ul style="list-style-type: none"> • Technology department works together and with resident experts at each school • Upgrade Wireless infrastructure in all three schools (2017) • Increase bandwidth at each school and school board office • Virtual environments used for courses taken from Virtual Virginia • Laptop Carts, tablet carts, chromebook carts in schools • Google Classroom and Google Docs used in various classes • iPad cart at both EPS/JWIS • SmartTVs in every CHS classroom with teacher laptop • New IPCentrex phone system (2017 - 2018) - Shentel • Shentel will coordinate wireless availability with VOIP telephone system (2017) 	Superintendent Director of Technology IT staff

	<ul style="list-style-type: none"> New email provider being explored for faculty and staff (i.e. G Suite/Gmail) 	
On-going	<p>Provide high-quality professional development to help educators create, maintain, and work in a variety of learner-centered environments</p> <ul style="list-style-type: none"> Preschool In-service – Professional Development is offered on various types of technology –school principals develop professional development opportunities for staff January 2018 – Professional development day (instructional) for division staff (CCPS staff will showcase technology tools and applications) 	<p>Superintendent Director of Instruction Director of Technology Principals Teachers Instructional Staff</p>
Objective 2: Engage students in meaningful curricular content through purposeful and effective use of technology		
Time Line:	Strategies / Activities	Responsibility
On-going	<p>Support innovative professional development practices that promote strategic growth for all educators and collaboration with other educators, content experts, and students.</p> <ul style="list-style-type: none"> Dabney S. Lancaster (Summer Institutes) offers instructional technology courses Teachers request courses that they would like to take for recertification Tech-professional development (Each school focuses on at least one session regarding technology) Alleghany Foundation will coordinate programs such as “Responsive Classroom” 	<p>Superintendent Director of Instruction Principals Teachers</p>
On-going	<p>Utilize technology to individualize learning and provide equitable opportunities for all learners.</p> <ul style="list-style-type: none"> Assessment and Analytics – Data Retrieval for monitoring student progress; used for benchmark testing Odysseyware – Online learning used for new courses, remediation, credit recovery, Alternative Education Virtual Virginia – Online classes Google Classroom/Google Docs – various classes Various literacy programs in all three schools 	<p>Superintendent Director of Instruction Director of Technology Principals Instructional Personnel</p>
Yearly	<p>Facilitate the implementation of high-quality Internet safety programs in schools.</p> <ul style="list-style-type: none"> Internet safety programs and protocol are incorporated in the classroom VDOE resources are used 	<p>Director of Technology Principals School Resource Officer Teachers Instructional Personnel</p>
Objective 3: Afford students with opportunities to apply technology effectively to gain knowledge, develop skills, and to create and distribute artifacts that reflect their understandings.		
Time Line:	Strategies / Activities	Responsibility

On-going	<p>Provide and support professional development that increases the capacity of teachers to design and facilitate meaningful learning experiences, thereby encouraging students to create, problem-solve, communicate, collaborate, and use real-world skills by applying technology purposefully.</p> <ul style="list-style-type: none"> • Staff instructional day with technology sessions • Peer instruction for faculty and staff • Resident expert at each school to assist with staff technology needs • Google Classroom and Google Docs used in some classes • High School is 1:1 with laptops, tablets, and chromebooks (ebackpack funds) 	<p>Superintendent Director of Technology Principals Teachers</p>
Yearly	<p>Ensure that students, teachers, and administrators are ICT literate.</p> <ul style="list-style-type: none"> • Teachers must have technology competencies met when obtaining licensure • Online professional development community (Simple K12) utilized to provide staff up-to-date tools for classroom services 	<p>Superintendent Director of Instruction Director of Technology Human Resources Coordinator</p>
On-going	<p>Implement technology-based formative assessments that produce further growth in content knowledge and skills development.</p> <ul style="list-style-type: none"> • Continue to use “Assessment and Analytics” to obtain student growth data for the teacher evaluation (SMART Goals – Pre/Post Test) • Continue to use “Assessment and Analytics” for formative assessment • Utilize Microsoft IT Academy (CHS) to allow student and teacher certification (as needed) • Student response system (“PRS”) used in classrooms to provide immediate feedback • Various technology tools are used for daily assessment 	<p>Superintendent Director of Instruction Director of Technology Superintendent Principals Teachers</p>
<p>Objective 4: Provide students with access to authentic and appropriate tools to gain knowledge, develop skills, extend capabilities, and create and disseminate artifacts that demonstrate their understandings.</p>		
Time Line:	Strategies / Activities	Responsibility
2017 - On-going	<p>Provide resources and support to ensure that every student has access to a personal computing device.</p> <ul style="list-style-type: none"> • Increased the number of computers for all three schools by utilizing VPSA funds • Increased number of laptops and iPADS • Purchased tablets and chromebooks (e-Backpack initiative) • Purchased laptop wireless carts • Upgraded wireless infrastructure at each school (2017) • Upgrade to bandwidth at each school and school board office • Work to expand 1:1 initiative 	<p>Superintendent Director of Technology Principals</p>
On-going	<p>Provide technical and pedagogical support to ensure that students, teachers,</p>	<p>Superintendent Director of Technology</p>

	and administrators can effectively access and use technology tools. <ul style="list-style-type: none"> Professional Development is offered on various types of technology Resident expert in each school 	Principals IT Staff Resident experts
On-going	Identify and disseminate information and resources that assist educators in selecting authentic and appropriate tools for all grade levels and curricular areas. <ul style="list-style-type: none"> Consider more “paperless” operation and cloud storage for division 	Superintendent Director of Instruction IT Department Principals Teachers
Objective 5: Use technology to support a culture of data-driven decision-making that relies upon data to evaluate and improve teaching and learning.		
Time Line:	Strategies / Activities	Responsibility
On-going	Use data to inform and adjust technical, pedagogical, and financial support. <ul style="list-style-type: none"> Assessment and Analytics PowerTeacher (Students’ grades) PowerSchool (SIS) PALS and PALS+ Various Reading and Literacy programs throughout the division Formative assessments designed by teachers using technology (performance based assessments) Rubrics used for certain teacher assessments Summative assessments (SOLs) 	Superintendent Director of Instruction Principals Teachers Instructional personnel
On-going	Provide support to help teachers disaggregate, interpret, and use data to plan, improve, and differentiate instruction.	Superintendent Director of Instruction Principals Instructional Personnel
On-going	Promote the use of technology to inform the design and implementation of next generation standardized assessments. <ul style="list-style-type: none"> Utilize Microsoft IT Academy (CHS) Increase Career and Technical Education courses related to technology 	Superintendent Director of Instruction Director of Technology Principals Instructional Personnel
Objective 6: Redesign Covington City Public Schools’ website		
2018	<ul style="list-style-type: none"> Create site for each school and school board office Comply with all ADA policies Hosted by SchoolMessenger Deployment will be 2018 	Superintendent Director of Technology Director of Instruction IT Department Coordinator of Human Resources

INSTRUCTIONAL TECHNOLOGY

Objective 1: All staff in Covington City Public Schools are provided quality instructional technology support in order to use various technology applications and tools.

Time Line:	Strategies / Activities	Responsibility
On-going	Provide support for teachers' integration of technology	Superintendent Director of Instruction Director of Technology Principals Instructional Personnel
On-going	Observe teachers' integration of technology	Superintendent Director of Instruction Director of Technology Principals
On-going	Increase administrators' use of technology to facilitate teachers' integration of technology	Superintendent School Administrators Principals Director of Technology
On-going	Assess technology needs of each individual school and develop a plan to satisfy those needs, if feasible. <ul style="list-style-type: none"> • VPSA and local match funding 	Superintendent School Administrators Director of Technology
On-going	Provide professional development sessions that build employees' technical skills levels. <ul style="list-style-type: none"> • Preschool in-service/Mid-year in-service • School staff and personnel will provide internal expertise to others staff members as needs arise 	Superintendent Director of Technology Principals Instructional Personnel

Objective 2: Twenty-first century learning and technology skills and knowledge will be integrated into instructional programs so that students will be prepared for success in school, postsecondary education, work, and for life in a global society.

Time Line:	Strategies / Activities	Responsibility
2018 on-going	Revise the CCPS Technology Plan to include digital-age literacy, inventive thinking, communication, and collaboration	Director of Technology Principals Instructional Personnel
2018 on-going	Create/provide opportunities (professional development time) for staff to collaborate and work together on using Google Apps/G Suite for Education	Director of Technology Principals Instructional Personnel
2018 on-going	Create/provide opportunities to pilot programs that utilize technologies (chromebooks, Google, websites, reading programs)	Director of Technology Director of Instruction IT Department Principals Instructional Personnel

SCHOOL FACILITIES AND MAINTENANCE		
Objective 1: Explore capital improvement project funding for the following three projects:		
Time Line:	Strategies / Activities	Responsibility
2017 – 2018	Covington High School Renovations <ul style="list-style-type: none"> • Air Condition in ALL classrooms and spaces • Roof replacement • Curfman hall seats replaced 	Superintendent Covington City Council Arts Council
SPECIAL EDUCATION SERVICES		
Objective 1: Provide appropriate special education services for students in the division		
Time Line:	Strategies / Activities	Responsibility
On-going	Maintain compliance with all federal and state special education laws, regulations, initiatives, and performance indicators	Superintendent Director of SPED Director of Instruction Supervisor of Student Services Principals Teachers
On-going	Increase parental involvement <ul style="list-style-type: none"> • All SPED parents are invited to each SPED Advisory meeting quarterly • Use special events and activities within each school to draw parents into the school community. Encourage parents to become an active part of volunteer groups and other working groups within each school. <ul style="list-style-type: none"> • Variety of student performances at all schools – all year • Special Events – Open House at schools • Alleghany Highlands Regional Library (events for librarians/students/parents) • Band Boosters/Quarterback Club/ at CHS • APT – EPS • Book Fairs - EPS/JWIS/CHS • Polar Express - EPS • Explore creative ways to get parents to attend parent/teacher conferences. <ul style="list-style-type: none"> • School contests (i.e. pizza party for class with the most parents in attendance) • Personal phone calls to parents • School Messenger Communication/Correspondence • CHS (i.e. student early dismissal for winter break if parent attends conference) • School newsletters • Students given “free passes for HW if parent attends school conferences 	Superintendent Director of Special Education Supervisor of Student Services Principals Teachers Advisory Committee Members
On-going	Improve SOL scores and graduation rates of students with disabilities <ul style="list-style-type: none"> • SOL rates improved in some areas in 2017 	Superintendent Director of SPED Director of Instruction Supervisor of Student Services

		Principals Graduation Team Teachers
On-going	Provide appropriate and relevant professional development on special education topics <ul style="list-style-type: none"> • VAAP, VGLA, VELA 	Superintendent Supervisor of Student Services Principals
On-going	Increase the use and knowledge of assistive technology to improve access to general education curriculum for students with disabilities <ul style="list-style-type: none"> • Utilize T-TAC and Assistive Technology project for specific student needs 	Superintendent Supervisor of Student Services TTAC
On-going	Develop a 5-year Comprehensive Division Plan for appropriate educational experiences for our growing autistic population <ul style="list-style-type: none"> • Comprehensive autism planning team for division meets quarterly 	Superintendent Director of SPED Supervisor of Student Services Principals School Stakeholders
On-going	Continue the division's expectation to have reverse inclusion (50% disabled & 50% non-disabled) in our Early Childhood classrooms <ul style="list-style-type: none"> • IPOP program continues to be successful- not at 50% rate for reverse inclusion, yet 	Superintendent Director of SPED Supervisor of Student Services
On-going	Maximize use of Functional Behavior Assessments and behavior intervention plans for students with challenging behaviors <ul style="list-style-type: none"> • Continue to develop behavior plans for students with challenging behaviors 	Superintendent Director of SPED Supervisor of Student Services Principals School Counselors Teachers
On-going	Student Success Policies - ESSA (Every Student Succeeds Act adopted 2017)	Superintendent Director of SPED Director of Instruction Supervisor of Student Services Principals School Counselors Teachers Instructional Personnel