



# Covington City Public Schools

Strategic Plan

2018-2023

(Updated December 13, 2020)

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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	Status/Date Completed
On-going	<ul style="list-style-type: none"> <li>• Increase graduation completion index</li> <li>• Decrease dropout rates</li> <li>• Improve absenteeism</li> <li>• Focus on college, career, and civic readiness at all levels (elementary, intermediate, secondary) including “Profile of a VA Graduate”</li> <li>• Focus on Student Success Policies - ESSA (Every Student Succeeds Act, 2017)</li> </ul>	Superintendent Director of Instruction Supervisor of Student Services Principals School Counselors Teachers Instructional Personnel	EPS: Introduce various careers (K-3) JWIS: “Career Exploration” (6 <sup>th</sup> /7 <sup>th</sup> ) CHS: “Career Investigations” (8 <sup>th</sup> ); VA Grad. <b>Principals exploring activities to positively impact absenteeism including phone calls, emails, Google Meet, home visit</b> <b>School Messenger modified to call all parents of students who are either tardy, absent, or not completing work</b> <b>Attendance Committees at each school</b> <b>Graduation Team Meetings – Monthly</b> <b>Dept/Grade Chair meetings and individuals dept meetings</b>

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

Time Line:	Strategies / Activities	Responsibility	Status/Date Completed
On-going	Continue using reading and literacy strategies (Fusion, iSPIRE, iReady, Accelerated Reader, SuperKids, Orton Gillingham) that connect best-practices and research with reading.	Superintendent Director of Instruction Principals Title I Director Teachers	Fusion – grades 6-7 Fusion – grades 8-12 FUSION Reading Site at CHS iSPIRE – grades 4-5 iSPIRE – grades 8-12 Accelerated Reader at school and home

	<ul style="list-style-type: none"> <li>Teachers will focus on instructional strategies that support comprehension of text and word recognition.</li> <li>Supervisors will monitor and support all strategies and provide adjustments as needed.</li> </ul>		Orton Gillingham CHS: mobile libraries at 3 locations <b>iReady, IXL Program, RAZ Kids Literacy Coach – provide PD and workshops for teachers</b>
On-going	Continue encouraging teachers to attend academic conferences in their content field and/or research-based instructional strategies	Superintendent Director of Instruction Principals	Principals submit information at end of year <b>Professional development – March – Dec 2020 conducted by</b>
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"> <li>DSLCC Summer Institutes (each summer)</li> <li>TTAC</li> <li>Teacher request for online courses</li> <li>Simple K12</li> <li>Free online workshops</li> </ul>	Superintendent Director of Instruction Principals	Virtual DSLCC Summer Institute 2020 <b>Simple K12</b> <b>LETRS Training for select teachers/admin</b> <b>March 2020 – present: online workshops, webinars, mini courses on Virtual VA, Canvas, VDOE content</b>
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"> <li>Continue 9-weeks testing; if applicable benchmark assessments determine remediation at all three schools</li> </ul>	Superintendent Director of Instruction Principals Testing Coordinator Teachers Instructional Personnel	Benchmarks – 2 X year PALS – August, January, May <b>Grades 2 – 12 have SGA1/SGA2, Pre/Post Test, Benchmarks in Performance Matters and CIP</b> <b>Desmos Calculators/Read alouds</b>
Annual	Analyze student growth <ul style="list-style-type: none"> <li>Pre/Post Tests used to determine student growth</li> <li>Academic achievement for all students in addition to subgroups in English (reading) and mathematics</li> </ul>	Superintendent Director of Instruction Principals Testing Coordinator Teachers Instructional Personnel	Subgroups monitored <b>Grades 2 – 12 have SGA1/SGA2, Pre/Post Test, Benchmarks in Performance Matters and CIP</b> <b>Desmos Calculators/Read alouds</b>
On-going	Provide flexible scheduling and grouping for students not meeting benchmarks <ul style="list-style-type: none"> <li>All schools now have reading/literacy remedial time incorporated into the daily schedule</li> <li>All personnel have designated times before/after school for tutoring and remediation</li> <li>CHS offers “Power Hour” daily (around lunch)</li> </ul>	Director of Instruction Principals School Counselors Teachers	Remediation as needed at all 3 schools both online and in-person when applicable
2018 On-going	Monitor student progress regularly	Superintendent Director of Instruction	VaSCL Task Bank Grade Groups(EPS/JWIS) – weekly

(will achieve all by 2019)	<ul style="list-style-type: none"> <li>Benchmark assessments (“Assessment and Analytics”)</li> <li>Edgemont/Jeter-Watson/CHS use the following: PALS, PALS+, Accelerated Reader, Orton-Gillingham, iSPIRE, Fusion, iReady</li> <li>Weekly collaboration (grade groups and departments) – all schools</li> <li>Formative/Summative Assessments – all schools</li> <li>Performance based assessments developed/used at various grade levels</li> <li>Grading scales and policies will be researched for possible modifications</li> <li>Rubric based grading system may be used to score some assessments and assignments</li> </ul>	Supervisor of Student Services Principals School Counselors Teachers	Department Chair (CHS) – monthly CHS Weighted Grading Scale – Gov School courses, AP core courses <b>Grading Periods – 9 weeks</b> <b>Performance Matters, 2020</b> <b>Grade Group Chair meetings – review data</b> <b>Rubrics – reviewed at grade levels</b> <b>PBAs – reviewed at grade levels appropriate</b>
Yearly	<p>Coordinate programs of intervention between programs (Regular Education, Special Education Title I, remediation, etc.)</p> <ul style="list-style-type: none"> <li>Response to Intervention (EPS/JWIS)</li> <li>CHS-“Power Hour” (approximately 30 min per day)</li> <li>EPS and JWIS continue with daily remediation program (ranging from 30-45 minutes per day)</li> </ul>	Superintendent Director of Instructor Supervisor of Student Services Principals	Response to Intervention – K-5 teachers trained “PowerHour” – scheduled around lunch daily <b>Tutoring/remediation at all schools</b> <b>Title I = School-wide</b> <b>Literacy Coach position</b>
On-going	<p>Provide intensive intervention for students reading below grade level</p> <ul style="list-style-type: none"> <li>EPS - (Students who do not meet the PALS benchmark will receive Title I support.)</li> <li>CHS –Reading courses (FUSION and iSPIRE)</li> <li>JWIS – working with students during structured reading intervention classes such as Fusion, ISPIRE, iReady, Orton Gillingham.</li> <li>Fusion Reading Program (grades 6 – 12)</li> </ul>	Director of Instruction Principals Teachers	Continue ISPIRE, Fusion, Title I (School-wide), OG to improve reading and literacy Literacy Coach – EPS
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"> <li>Standards of Learning revised in the following areas: Fine Arts (2013); Health Education, Physical Education, and Driver Education (2015); History and</li> </ul>	Superintendent Director of Instruction Principals Teachers	Teachers have notebook of VDOE resources <b>Curriculum Framework – Grade K – 12; written, taught, assessed curriculum aligned</b>

	Social Science (2016); Mathematics (2016); English (2017); Computer Science (2017)		
On-going	Provide instruction for each student on his/her instructional level; thereby, providing differentiated instruction that will meet each student's needs.	Teachers	<b>All grade levels</b> <b>Co-Teaching</b> <b>TTAC</b> <b>Online instruction – pedagogy, discourse, asynchronous and synchronous delivery</b>
Each 6-weeks Daily On-going	Monitor subgroup progress, not only on benchmark and SOL tests, but also on teacher-made assignments, as well. <ul style="list-style-type: none"> <li>“Performance Matters” used to monitor subgroup information</li> </ul>	Superintendent Director of Instruction Principals Teachers	Teachers keep data notebook <b>Teachers/Administrator/Guidance monitor subgroups</b> <b>School Quality Profile</b> <b>CIP Data provided</b> <b>Data analyzed using Performance Matters</b>
On-going	Learning Opportunities Expanded <ul style="list-style-type: none"> <li>Governor’s School, Virtual Virginia, Blended Learning, Online Learning such as Odysseyware, Dual enrollment</li> </ul>	Superintendent Director of Instruction Principals School Counselors Teachers	Governor’s School 2020– 6 students Dual-enrollment, Virtual VA, Edgenuity
<b>Objective 3: Increase vocabulary through developing background knowledge (in all courses, at all grade levels.)</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
On-going	Provide students with key vocabulary that they will need to know to be successful on SOLs and other assessments. <ul style="list-style-type: none"> <li>Continue to work on vocabulary at all three schools in all classes</li> <li>Use word walls from VDOE at EPS/JWIS/CHS</li> <li>Fusion Reading Program (grades 6 – 12) as well as other reading programs</li> </ul>	Teachers	Teachers reinforce vocabulary daily in all assignments <b>Reinforce vocabulary in daily lesson plans</b> <b>Reinforce vocabulary in all assignments</b> <b>Literacy Coach provide instructional strategies</b>
On-going	Use creative projects to encourage students’ use of unfamiliar vocabulary words. <ul style="list-style-type: none"> <li>Project-based and problem-based learning (all grades)</li> <li>Profile of a Virginia Graduate</li> <li>Technology tools and applications</li> </ul>	Teachers	Teachers create project/problem based assignments Chromebooks are used to complete projects Specific Apps are used in instruction <b>PreK-12 students have one of the following: chromebook, chromebook tablet, laptop</b> <b>All Instructional Staff have a device including a webcam for online instruction</b> <b>Lesson plans include real world</b>

			<b>application</b> <b>CHS/EPS Academic Review – March 2021</b>
Daily On-going	Use strategies to highlight the content vocabulary that is needed at each grade level (textbook, reading resources, SOL resources, technology resources, etc.) <ul style="list-style-type: none"> <li>• Teachers doing more work with vocabulary (indicated in lesson plans)</li> <li>• Classroom Observations – teachers working more on content vocabulary</li> <li>• Word Walls from VDOE are used in some classrooms</li> </ul>	Director of Instruction Principals Teachers	Teacher Observations throughout the year by principals Teachers reinforce vocabulary daily in all assignments <b>Teachers reinforce vocabulary daily in all assignments</b> <b>Math K-3</b>
<b>Objective 4: Increase Parent Involvement</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
On-going	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. <ul style="list-style-type: none"> <li>• Variety of student performances at all schools – all year</li> <li>• Special Events – Open House at schools</li> <li>• Alleghany Highlands Regional Library (events for librarians, students, and parents)</li> <li>• Band Boosters/Quarterback Club/ at CHS</li> <li>• APT - EPS</li> <li>• Book Fairs - EPS/JWIS/CHS</li> <li>• Polar Express, Fall carnival, Veteran’s day program - EPS</li> <li>• Volunteer program – EPS</li> </ul>	Principals Teachers	Prior to March 2020 – Monthly meetings – Band Boosters, QB Club Polar Express – November Open House – Fall Book Fairs – 2 X year Volunteers at EPS throughout the year <b>EPS – Reading Night/Math Night</b> <b>Community Readers</b> <b>Title I Advisory</b> <b>SPED Advisory</b> <b>Math Night @ Food Lion – May 2019</b> <b>Family Engagement Coordinator</b> <b>Use Calendar for all schools to communicate with stakeholders</b>  <b>March 2020 – present</b> <b>All meetings held via Google Meet or Zoom</b>
On-going	Explore creative ways to get parents to attend parent/teacher conferences. <ul style="list-style-type: none"> <li>• School contests (i.e. pizza party for class with the most parents in attendance)</li> <li>• Personal phone calls to parents</li> <li>• School Messenger Communication/Correspondence</li> </ul>	Principals Teachers	Prior to March 2020 in-person and afterwards, via Google Meet or Zoom Parent Phone Calls (teachers/counselors/principals) Early Dismissals Newsletters – Edgemont Twitter – CHS <b>School Messenger</b>

	<ul style="list-style-type: none"> <li>• CHS (i.e. student early dismissal for winter break if parent attends conference)</li> <li>• School newsletters</li> <li>• Students given “free passes for HW if parent attends school conferences</li> </ul>		Literacy Night Social Media
On-going	<p>Investigate creating literacy opportunities for all stakeholders within the community.</p> <ul style="list-style-type: none"> <li>• GED</li> <li>• Public Library</li> <li>• FAPT</li> <li>• Public computer lab possibly in schools</li> </ul>	<p>Superintendent Director of Instruction Supervisor of Student Services Principals Teachers</p>	FAPT meets monthly
<b>Objective 5: Work to meet or exceed benchmarks for Adequate Measurable Objectives and State Accreditation</b>			
<b>Time Line:</b>	<b>Time Line:</b>	<b>Time Line:</b>	
Yearly	<p>Federal (AMO) benchmarks</p> <ul style="list-style-type: none"> <li>• ALL SCHOOLS FULLY ACCREDITED 2017-2018</li> </ul>	All instructional personnel	<p><b>2018 – Accredited Academic Review – EPS; VDOE January 8, 2019 – Accredited</b></p>
Yearly	<p>State benchmarks</p> <ul style="list-style-type: none"> <li>• ALL SCHOOLS FULLY ACCREDITED 2017-2018</li> </ul>	All instructional personnel	<p><b>2018 – Accredited (EPS – 3 yr waiver) 2019 – ALL SCHOOLS ACCREDITED 2020 – CHS/EPS Academic Review (March 2021)</b></p>
On-going	<p>Teachers will use: curriculum guides, pacing guides, enhanced scope and sequence, SOL blueprints, adopted textbooks, and other resources in their instructional planning</p> <ul style="list-style-type: none"> <li>• Monitored through principals checking lesson plans, attending department meetings, grade group meetings, classroom observations, etc.</li> <li>• 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)</li> </ul>	<p>Director of Instruction Principals Teachers</p>	<p>Professional Development to create new pacing guides and to review SOLs for curriculum. Teachers have notebook of VDOE resources Feb 20 – English/LA Teachers 6-12 May 22 – English/LA Teachers 3-5 CHS Math teachers – various math meetings throughout the year <b>VDOE Curriculum Framework – align all written, taught, assessed curriculum at all grade levels Create new pacing guides for 9-week grading periods March 2020 and beyond – teachers and administrators meet via department and discuss curriculum and instructional expectations</b></p>



On-going	<p>Lesson plans will be developed by teachers and monitored by administrators – noting differentiated instruction and alignment with the Standards of Learning</p> <ul style="list-style-type: none"> <li>• Continue to work on noting differentiated instruction</li> <li>• Continue to work on differentiated instruction with all strategies and tasks</li> <li>• Develop unit plans to correlate with lesson plans</li> <li>• Develop diversified assessments</li> </ul>	Director of Instruction Principals Teachers	<p><b>Lesson Plans will include Behavior, Condition, Criteria, Content, Context, Cognitive Level</b></p> <p><b>Lesson Plan Template provided to EPS Staff</b></p> <p><b>March 2020 and beyond: Teachers work one week in advance and provide instructional delivery both asynchronously and synchronously as needed.</b></p> <p><b>CANVAS LMS used to provide instruction.</b></p>
On-going	<p>Instructional staff will attend conferences and professional development activities that will enhance their understanding and practice of using differentiated instruction and/or content knowledge.</p> <ul style="list-style-type: none"> <li>• DSLCC Summer Institutes</li> <li>• Online courses, as requested (i.e. MOOCS)</li> <li>• On-going English, reading, math professional development</li> <li>• Local instructional day for professional development (August and January)</li> <li>• Simple K12</li> <li>• PALS office provides literacy PD for appropriate EPS/JWIS staff (May 30, 2018)</li> <li>• PALS (webinars)</li> <li>• VKRP – Virginia Kindergarten Readiness Program (webinars)</li> <li>• Orton Gillingham conference and professional development (JMU)</li> <li>• Special Education inclusion content teaching academy (JMU)</li> <li>• TTAC provides professional development</li> <li>• VDOE provides professional development</li> <li>• Professional development sponsored by the Alleghany Foundation</li> </ul>	Superintendent Director of Instruction Principals Teachers	<p>All professional development since March 2020 has been conducted using Google Meet and Zoom as well as other online platforms and Learning Management Systems (i.e. Canvas).</p> <p>DSLCC Summer Institute was conducted virtually.</p> <p>Instructional staff members continue to use SimpleK12 to watch webinars and participate in staff development.</p> <p>Some staff members participated in Performance Matters virtual training as well as CIP.</p>
2018 - On-going	Successfully implement the “Profile of a Virginia Graduate” initiative	Superintendent Director of Instruction	Information Night for Parents @ CHS/JWIS PBA – grades 3, 5, English 11 writing



	<ul style="list-style-type: none"> <li>Professional development provided</li> <li>Pacing guides and lesson plans revised</li> <li>Performance based assessments</li> <li>Project/problem-based learning</li> <li>Five C's (critical thinking, creativity, communication, collaboration, citizenship) incorporated into assignments and assessments</li> <li>Student growth measures</li> <li>Students prepared for postsecondary opportunities through work-based learning experiences (job shadowing, mentoring, internship, apprenticeship, etc)</li> <li>Expectations are rigorous and relevant in all academic areas</li> <li>Online learning opportunities in various disciplines for all students</li> </ul>	Principals Teachers Instructional Personnel	WBL: Cooperative Learning, Service Learning, Work-Based Learning Online: Virtual VA, Edgenuity <b>More course offerings at CHS for CTE because of block scheduling</b> <b>CHS students can participate in Internship/work experience</b> <b>More students attend JRTC</b> <b>More students take CTE courses</b> <b>Additional Courses available for CHS students: Psychology/Sociology, Literature thru Film, and courses available online.</b>
Annually Bi-Annually	Staff (individual) areas of strength and areas of improvement will be addressed through the evaluation process	Superintendent Director of Instruction Principals	Observations/Evaluations <b>Discuss with Principals</b> <b>2020: Principals and Central Office Administrators participate in Google Meet and Zoom with teachers and attend classes taught.</b>
<b>Objective 6: Transition gifted program into meeting the new regulations for gifted education</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
Complete by 2018	Gifted Plan will be reviewed and modified in 2017-2018.	Director of Instruction Gifted Resource Teacher	Will review in August 2018 for 2018-2019 school year <b>Reviewed plan with Gifted Resource Teacher</b> <b>Changes in plan discussed for August</b> <b>Parents will receive copy of handbook</b> <b>Gifted State Plan updated and submitted to VDOE September 27, 2019.</b> <b>2020: Gifted Resource Teacher provides online activities</b>
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"> <li>Training for teachers provided by gifted resource teacher as needed.</li> </ul>	Director of Instruction Principals Gifted Resource Teacher Teachers	<b>Provided by Gifted Resource Teacher - YouTube videos sent to all staff members</b>

Yearly	<p>Encourage student participation in the summer Residential Governor's School (to include DSLCC summer ecology program)</p> <ul style="list-style-type: none"> <li>• School counselors and/or gifted resource teacher disseminate information to students</li> <li>• School counselors distribute information to appropriate departments to help find student candidates</li> </ul>	<p>Director of Instruction Principals School Counselors Gifted Resource Teacher Teachers</p>	<p>2020: Virtual programs available for summer residential governor's school</p>
On-going	<p>Provide more opportunities for gifted students to participate in various enrichment programs.</p> <ul style="list-style-type: none"> <li>• More dual enrollment classes and advanced courses (when applicable)</li> </ul>	<p>Director of Instruction Principals School Counselors Gifted Resource Teacher Teachers</p>	<p>Virtual VA Advanced Placement Courses Dual Enrollment Courses at DSLCC, CHS, JRTC <b>Dual Enrollment, AP, Gov School Summer Camps</b></p>
Yearly	<p>Encourage students to attend Jackson River Governor's School Student</p> <ul style="list-style-type: none"> <li>• Parent meetings with JRGS Director and School Counselors</li> </ul>	<p>Director of Instruction Principals School Counselors Teachers</p>	<p>2020: 5 seniors, 1 junior</p>
<b>Objective 7: Successfully implement the "Profile of a Virginia Graduate"</b>			
2018 on-going	<ul style="list-style-type: none"> <li>• Incorporate the 5 C's – critical thinking, creative thinking, collaboration, communication, citizenship in an effort to make students well-rounded and proficient academically to be better prepared for post-secondary or vocational training</li> <li>• College and career readiness promoted through standards</li> <li>• Elementary/Intermediate: career exposure, exploration, and planning Secondary: work and service-based learning experiences to include job shadowing and internships</li> <li>• Provide more flexibility for student choice of courses and possibly reduce SOL testing</li> <li>• Evaluate the need for schedule changes to facilitate personalized learning</li> </ul>	<p>Superintendent Director of Instruction Director of CTE Principals School Counselors Teachers Instructional Personnel</p>	<p>2020: Teachers develop lesson plans using 5 C's 2018-2019: K-3 career introduction; 6<sup>th</sup>/7<sup>th</sup> grade career exploration class; 8<sup>th</sup> grade career investigations in Health/PE 8; WBL courses in cooperative learning, service learning, work-based learning <b>Lesson Plans – K-12 have 5 C's infused</b> <b>JRTC – more opportunities</b> <b>Fusion, ISpire</b> <b>Internships</b> <b>Work-Based Learning Resource Guide</b></p>

Objective 8: Revise the Career and Technical Education programs to include current/future career fields			
2018 on-going	<ul style="list-style-type: none"> <li>Incorporate new standards set by VDOE - CTE department to include work-based learning experiences</li> <li>Work with community college on career program offerings involving CTE courses</li> </ul>	Superintendent Director of Instruction Director of CTE Principals School Counselors Teachers Instructional Personnel	New Course offerings at CHS: Work-Based Learning; Service Learning; Cooperative Learning; Design Multimedia II; Accounting; Business Law, Business Management <b>Course offerings: Edgenuity            JRTC, DSLCC, Internships</b>
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	Used 2017-2019 and will continue to use All Schools are CEP – free breakfast and lunch 2020: Implemented new POS system
On-going	Explore ways to increase meal participation at the high school	Supervisor of Food Service CHS Administrators	2017-2018: offered “grab-n-go” bags at CHS for breakfast/lunch 2020: Offer grab-n-go for virtual students
On-going	Operate and maintain school food service program which meets local, state, and federal regulations.	Supervisor of Food Service Cafeteria Staff	Met 2017-2019 and will continue 2020 and beyond
Yearly	Provide staff training and safety programs	Supervisor of Food Service	On-going
Yearly	Implement HCAAP Procedures	Supervisor of Food Service	On-going
On-going	Maintain financial integrity of food service program	Supervisor of Food Service	On-going
Yearly	Prepare for CRE and SMI reviews	Supervisor of Food Service	Yearly (Spring)
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 (August)
Yearly	Examine and update bus routes as necessary	Supervisor of Transportation Services Bus Drivers	Yearly (August) & on-going during the school year
On-going	Insure that buses are maintained on a schedule per state requirements	Supervisor of Transportation Services	Monthly

		Chief of Maintenance Bus Drivers	
Yearly, as budget allows	Replace buses, as necessary <ul style="list-style-type: none"> <li>2017-2018 two new buses</li> </ul>	Superintendent Supervisor of Transportation Services	2017-2018: leasing of 2 new 2019 school buses 2019 – leasing of new bus
Yearly	Train and employ substitutes, as necessary	Supervisor of Transportation Services Bus Drivers	On-going
Yearly, as budget allows	Explore options for purchasing/replacing staff vehicles due to current mileage on present vehicles	Supervisor of Transportation Services	Yearly (March review)
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
On-going	Explore recruitment for additional substitute bus drivers. <ul style="list-style-type: none"> <li>Post on website and in newspaper(s)</li> </ul>	Supervisor of Transportation Services Coordinator of Human Resources	On-going
<b>SAFE SCHOOL ENVIRONMENTS</b>			
<b>Objective 1: Provide safe environments conducive to learning</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
On-going	<ul style="list-style-type: none"> <li>Virginia Tiered Systems of Supports (VTSS) and Positive Behavior Intervention Plans (PBIS)</li> <li>Support services (anti-bullying programs, truancy monitoring, concussion policies, nutritional guidelines, community engagement)</li> </ul>	Superintendent Supervisor of Student Services Supervisor of Child Nutrition School Nurse Athletic Director/Athletic Trainer Principals Teachers School Resource Officer Community Agencies	To enforce zero bullying through peer mentoring and communication with students, teachers, and parents.  2019 – CHS GetReady course for 8 <sup>th</sup> graders Various programs at each school  PBIS and Responsive Classroom  2020: Staff work with students online with SEL and provide behavioral support
On-going	Maintain preparedness level for any crisis through continued attention to Crisis Management Plans <ul style="list-style-type: none"> <li>Crisis Management Plans - each school administrator presents to the CCPS school board annually</li> <li>CCPS is a member of the local Emergency Planning Committee</li> </ul>	Superintendent Supervisor of Student Services Principals Teachers School Resource Officer Community Agencies	Crisis Management Plans: presented to SB in September and reviewed throughout the school at school safety meetings and professional development Lockdown Drills – 4 Active Shooter Training – April 10, 2018 Fire Drills monthly  EPS/JWIS/CHS/SBO: Active Shooter

	<ul style="list-style-type: none"> <li>• Emergency preparedness information is on CCPS website</li> <li>• Earthquake/Tornado Drill</li> <li>• Fire Drills (monthly)</li> <li>• Lockdown Drills (September/January and possibly more)</li> <li>• Threat Assessment Team(s) at each school</li> <li>• Crisis Management Team(s) at each school</li> </ul>		<b>Training (Fall 2018)</b> <b>Crisis Management at each school</b>
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"> <li>• Allegheny Highlands Community Services Board</li> <li>• Character Counts Club at all three schools</li> <li>• Partnership with Community Services Board (mental health in-service and information)</li> <li>• DARE program – 5th grade at JWIS</li> <li>• Responsive Classroom at EPS and JWIS</li> </ul>	<p>Supervisor of Student Services  School Administrators  Teachers  School Counselors  School Resource Officers  Community Agencies</p>	<p>CHS students work with organizations to address bullying issues – YMCA, After Prom  Local Law Enforcement present various programs at schools  SRO work with students to decrease bullying</p>
On-going	<p>Maintain School Resource Officer program with Covington City officials and the police department</p> <ul style="list-style-type: none"> <li>• SRO presence at CHS, EPS and JWIS</li> </ul>	<p>Superintendent  Supervisor of Student Services  Police Department</p>	<p>SRO at all 3 schools</p>
On-going	<p>Continue school safety audits and “walk-throughs” with building administrators</p> <ul style="list-style-type: none"> <li>• Regular walk thrus with administrators and Director of Maintenance</li> <li>• Safety audits are completed and processed by student services offices</li> <li>• School safety procedures recently reviewed</li> <li>• Weekly walk thrus with administrator and head custodian at each school</li> </ul>	<p>Director of Maintenance  School Administrators  Custodians</p>	<p>School safety is the paramount of all school operations – safety is considered before decisions are made  New Cisco Meriaki cameras at EPS/JWIS (indoor/outdoor) – cloud-based  “Ident-A-Kid” installed at JWIS/EPS – CHS already has this  2020: Installed additional security cameras in schools</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"> <li>• CHS – “Cougar PRIDE”</li> <li>• JWIS - “Panther PRIDE”</li> </ul>	<p>Superintendent  Supervisor of Student Services  School Administrators  Teachers</p>	<p>Cougar PRIDE: use Cougar BUCKS for prizes; community participation and partnership  EPS/JWIS – PBIS  “Responsive Classroom”</p>

	<ul style="list-style-type: none"> <li>JWIS and EPS use “responsive classroom as a positive behavior support program</li> </ul>	School Counselors Community Agencies	
2018	Upgrade security system to include cameras and doors	Superintendent Supervisor of Student Services School Administrators Director of Maintenance Community Agencies	Simplex and OneSource – on site assessments (Spring 2018) <b>Security Grant (CHS) – Fall 2018</b> <b>Explore Security/Camera Systems for EPS/JWIS</b> <b>June 2019 – 10 new Cisco Meriaki Security Cameras installed indoor plus 2 outdoor – other cameras will be re-positioned</b> <b>“Ident-A-Kid” – all schools</b> <b>2020: Installed additional security cameras</b> <b>2019 Grant to fund program</b>
On-going	Maintain School Nurse programs <ul style="list-style-type: none"> <li>All schools have full-time nursing services during the instructional day</li> </ul>	Superintendent Supervisor of Student Services Leslie Downer Alleghany Foundation	

### 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	Develop and fully implement a division Graduation Team to decrease the dropout rate and increase the graduation rate <ul style="list-style-type: none"> <li>Graduation Team meets monthly from October – May</li> </ul>	Superintendent Director of Instruction Supervisor of Student Services School Administrators School Counselors Teachers	Graduation Team monthly meetings serve approximately 8 students <b>On-going</b> <b>2020: Conduct virtually when needed</b>
2017 On-going	Develop Attendance Policy at each school	Superintendent Director of Instruction Supervisor of Student Services School Administrators School Counselors Teachers	<b>All schools have attendance policy – will review to reflect changes from VDOE chronic absenteeism</b>  <b>Attendance Committees &amp; Attendance phone calls</b> <b>School Messenger will call families of both absent and tardy students</b> <b>2020: Teachers and Administrators monitor attendance virtually thru class, school messenger, home visits, phone calls, emails, Google Meet, Zoom.</b>



On-going	<p>Develop mentoring programs in all 3 schools to assist “at-risk” population</p> <ul style="list-style-type: none"> <li>• Faculty and staff mentor students as needed</li> <li>• CHS staff member has been designated as a mentor and has successfully completed a mentorship program</li> </ul>	<p>Superintendent School Counselors Supervisor of Student Services School Administrators Teachers</p>	<p><b>Received grant for teacher mentor program (\$825.00)</b></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"> <li>• The 504 plan is in compliance with federal and state regulations.</li> <li>• Information sent to staff regularly</li> </ul>	<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"> <li>• Remediation Period (approximately 30 minutes) at CHS (“Power Hour”)</li> <li>• Remediation Period (approximately 30 minutes) at JWIS (grades 4 &amp; 5)</li> <li>• Math remediation (6<sup>th</sup> grade) - iReady math, second semester</li> <li>• Remediation Period (as schedule dictates &amp; based on student needs) at EPS</li> <li>• Fusion Reading Program (grades 6 – 12)</li> <li>• Math skills and writing skills will be addressed at each grade level through various programs</li> </ul>	<p>Superintendent Director of Instruction Supervisor of Student Services School Administrators School Counselors Teachers</p>	<p><b>2020: Teachers will individualize instruction and remediation for reading and math at all three schools.</b></p> <p><b>Math Night – May 2019 @ Food Lion</b>  <b>2<sup>nd</sup> Grade: SOL 2.11 – The student will maintain legible printing and begin to make the transition to cursive. Class activities are conducted to address cursive writing.</b>  <b>3<sup>rd</sup> Grade: SOL 3.8: The student will write legibly in cursive - third grade teachers continue the process of teaching cursive handwriting throughout the year.</b>  <b>4<sup>th</sup>/5<sup>th</sup> Grade: Students write in cursive. Students will have keyboarding experiences.</b>  <b>6<sup>th</sup>/7<sup>th</sup> Grade – Math Budget Project</b>  <b>8-12 – Economics and Personal Finance Remediation – before/after school</b>  <b>EPS – applied for 21<sup>st</sup> Century Learning Grant (notification August 2019)</b></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"> <li>• Mental health counselor provided beginning January 2018</li> <li>• Therapeutic day treatment services in all 3 schools</li> </ul>	<p>Superintendent Supervisor of Student Services School Administrators School Counselors School Nurses Community Agencies</p>	<p><b>Exploration of Mental Health Program for Spring 2019.</b>  2019: Mental Health counselor part-time for CCPS  2020: Mental Health provided on an as needed basis.</p>



	<ul style="list-style-type: none"> <li>• Cooperation with CSB and Health Department staff</li> <li>• Dental and flu clinics held</li> <li>• Periodic required screening completed by staff</li> <li>• Mental Health in-services provided by CSB staff for CCSP employees</li> </ul>		
<b>PERSONNEL (Staffing Needs)</b>			
<b>Objective 1: Maintain an ongoing personnel program that provides our staffing needs with highly qualified individuals</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
Yearly	Utilize selection process that recruits, retains, and appropriately selects the best possible candidate <ul style="list-style-type: none"> <li>• Encourage licensed personnel to pursue additional education (possible assistance through professional development)</li> </ul>	Central Office Administrators Human Resources Coordinator School Administrators	Ongoing – on an as needed basis.
Yearly	Provide comprehensive program of staff orientation transition and support	Central Office Administrators Human Resources Coordinator	Multiple times throughout the year as needed. 2020: Zoom meetings for substitute teachers and new teachers. PD for staff – August 2, 2019 PD for substitutes – July 29, 2019 PD for New Staff – July 30/31, 2019
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"> <li>• Schools have initiated staff development based upon their individual school's needs.</li> </ul>	Central Office Administrators Human Resources Coordinator School Administrators	2020: PD sessions for all staff using Zoom and Google Meet Professional development suggestions submitted by principals in May PD topics for August 2019: Equity/Diversity, Workplace Responsibilities, Licensure, Social Media
Yearly	Obtain full licensure for All licensed personnel (Collegiate Professional or Postgraduate Professional) <ul style="list-style-type: none"> <li>• 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)”</li> </ul>	Superintendent Human Resources Coordinator Director of Instruction	2020: All schools are fully staffed and staff have met high quality professional development indicators.  All Licensed Personnel 2019 Provisional: 7 Collegiate Professional: 35 PostGraduate Professional: 34 Pupil Personnel: 1

Yearly	Obtain highly qualified status for All licensed personnel and instructional aides <ul style="list-style-type: none"> <li>All licensed personnel are highly qualified</li> <li>All instructional aides are highly qualified (associates degree, ParaPro, etc.)</li> <li>All required personnel will complete autism training</li> <li>All required personnel will complete dyslexia training</li> <li>First Aid course/CPR course provided for all staff</li> </ul>	Superintendent Human Resources Coordinator	2017-2018: Depending on the year of certification, some staff members have completed dyslexia and autism training. <b>2020: All staff members have completed appropriate training.</b>
<b>PERSONNEL (Management)</b>			
<b>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.</b>			
Yearly	Review/revise personnel policies and procedures <ul style="list-style-type: none"> <li>Revise as provided by VSBA</li> </ul>	Superintendent Human Resources Coordinator	Policies updated as needed throughout the year.
On-going	Review/update employment applications	Human Resources Coordinator	Updated as needed.
Yearly	Provide website access to employment applications <ul style="list-style-type: none"> <li>Applications are available for download on the CCPS Website</li> </ul>	Director of Technology Human Resources Coordinator	On-going throughout the year
Yearly	Review/revise personnel document management system	Human Resources Coordinator	On-going throughout the year
Yearly	Monitor job descriptions	Superintendent Human Resources Coordinator	On-going throughout the year
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 throughout the year <b>August 2, 2019</b>
On-going	Use timekeeping records for all classified employees	Human Resources Coordinator Classified Staff	2017-2018: Updated timesheets for classified staff <b>2018-2020 – moving toward electronic timesheets</b>
On-going	Provide access to employee leave records	Director of Finance Human Resources Coordinator	Leave records kept in Munis

Yearly	Review and consider revisions and upgrades for all job descriptions and salary scales for all classified positions	Superintendent Human Resources Coordinator	2017-2018: Salary scales reviewed <b>2018-2019 Salary Scales reviewed and changed</b>
<b>TECHNOLOGY</b>			
<b>Objective 1: Provide a safe, flexible, and effective learning environment for all students</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
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"> <li>• Instructional lessons contain integrated technology at all schools</li> <li>• Smart TVs, SmartBoards are used to deliver instruction in various classes</li> <li>• Tablets/Chromebooks purchased through e-Backpack funds (CHS)</li> <li>• CHS has 1:1 for students (includes tablets, chromebooks, laptops)</li> <li>• Google Classroom is used in various classes</li> <li>• Domain 21stCenturyLearning.info is utilized for Google Classroom and other applications (all students and teachers have a gmail account in the secure domain)</li> </ul>	Director of Technology Principals Teachers	<p>2020: All students and instructional staff members have a technology device (includes chromebook, chromebook tablet, laptop) with webcam for virtual meetings. Chromebooks are filtered using GoGuardian. All students have Internet access at home – hot spots are provided by Covington City Public Schools for students who need Internet</p> <p>Purchased additional Chromebooks Use Google Classroom and G Suite IPADS used @ EPS/JWIS Laptops used @ JWIS Google Domain: 21stcenturylearning.info</p> <p><b>Purchased 19 chromebooks for CTE class using Perkins Funds</b></p> <p><b>Using VPSA funds, purchased chromebooks for grades 3 – 7 (25 per grade); Grade 3 received 25 additional</b></p> <p><b>Purchased Kindles for Grade 3</b></p> <p><b>Purchased additional chromebooks from ebackpack series 14/15 for CHS</b></p> <p><b>Purchased Epson document cameras K-3 teachers</b></p> <p><b>Purchased printers for 2019-2020</b> <b>Purchased handheld projectors for presentations</b> <b>Purchased Dell PCs to replace 3 labs at CHS</b></p>

			<p><b>Governor's School funds used to purchase chromebooks for 2019-2020 (approximately 20) at CHS</b></p> <p><b>Ebsckpack funds to purchase chromebooks for 2019-2020 (approximately 60) at CHS</b></p>
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"> <li>• Technology department works together and with resident experts at each school</li> <li>• Upgrade Wireless infrastructure in all three schools (2017)</li> <li>• Increase bandwidth at each school and school board office</li> <li>• Virtual environments used for courses taken from Virtual Virginia</li> <li>• Laptop Carts, tablet carts, chromebook carts in schools</li> <li>• Google Classroom and Google Docs used in various classes</li> <li>• iPad cart at both EPS/JWIS</li> <li>• SmartTVs in every CHS classroom with teacher laptop</li> <li>• New IPCentrex phone system (2017 - 2018) - Shentel</li> <li>• Shentel will coordinate wireless availability with VOIP telephone system (2017)</li> <li>• New email provider being explored for faculty and staff (i.e. G Suite/Gmail)</li> </ul>	<p>Superintendent Director of Technology IT staff</p>	<p>2020: All wireless access points upgraded indoor and outdoor using Cisco Meraki. All security cameras upgraded using Cisco Meraki. Network infrastructure upgraded using Meraki Firewall. Email upgraded from Groupwise to G Suite for covington.k12.va.us and 21stcenturylearning.info. Canvas, Learning Management System deployed for PreK-12. Chromebooks filtered off site using GoGuardian. Technology Help desk setup electronically to help students, parents, and staff. Performance Matters used to assess students, analyze data, and track student progress. Dissolved Novell Network and moved to Windows environment.</p> <p>Wireless infrastructure upgrade – November 2017 Bandwidth increased Bandwidth increased additionally for SOL testing New email – Groupwise (from 6.5 to version 18) server installed March 2018</p> <p><b>Plans to move GW to Google, gmail for 2019-2020</b></p> <p><b>Spring 2019 – Purchase switches (erate) and access points (VPSA) to upgrade LAN and wireless</b></p> <p><b>2019: BitDefender to replace Faronics</b> <b>2019: New Server at CHS</b> <b>2019: New Imaging Server</b> <b>2019: PowerSchool migrated to cloud</b> <b>2019: SSL certificate for website</b></p>

			<p><b>2019: Assessment and Analytics migrated to Performance Matters</b>  <b>2019: Plans to replace Novell network</b></p>
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"> <li>• Preschool In-service – Professional Development is offered on various types of technology –school principals develop professional development opportunities for staff</li> <li>• January 2018 – Professional development day (instructional) for division staff (CCPS staff will showcase technology tools and applications)</li> </ul>	<p>Superintendent  Director of Instruction  Director of Technology  Principals  Teachers  Instructional Staff</p>	<p>2020: All professional development conducted virtually using Google Meet and Zoom – all topics below covered.</p> <p>EPS: <b>Written, Taught, Assessed Curriculum using technology tools – in-service for grades K-3, ½ day</b>  <b>JWIS: September 2018, Instructional day – Assessment and Analytics, Curriculum Framework</b>  <b>CHS:</b>  Technology - Nearpod, Google Translate, Kahoot, Flipgrid &amp; Green Screen, Plickers, Tutor.com, Planbook.com, Google Forms (testing)  “Profile of VA Graduate,” Block Scheduling training, Inclusion, Dyslexia workshop, PBA workshop (history)  Media Center site visit  “Active Shooter training  PD – <b>August 2018 – Dr. Kreye for all math teachers</b>  <b>PD – January 4, 2019</b>  <b>PD – August 2, 2019</b></p>

**Objective 2: Engage students in meaningful curricular content through purposeful and effective use of technology**

<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
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"> <li>• Dabney S. Lancaster (Summer Institutes) offers instructional technology courses</li> <li>• Teachers request courses that they would like to take for recertification</li> </ul>	<p>Superintendent  Director of Instruction  Principals  Teachers</p>	<p>2020: Professional development conducted virtually including DSLCC summer institute.</p> <p>Responsive Classroom - teachers trained  DSLCC Summer Institute: 37</p> <p><b>DSLCC Summer Institute 2019 – tuition paid by CCPS</b></p> <p><b>Edx Platform – review Summer 2019, free</b></p>

	<ul style="list-style-type: none"> <li>Tech-professional development (Each school focuses on at least one session regarding technology)</li> <li>Alleghany Foundation will coordinate programs such as “Responsive Classroom”</li> </ul>		<p><b>online webinars</b></p> <p><b>Responsive Classroom training for new teachers – July 2019</b></p> <p><b>Orton Gillingham training – June 2019</b></p> <p><b>July 1,2, 2019: Literacy Coach PD for K-3</b></p>
On-going	<p>Utilize technology to individualize learning and provide equitable opportunities for all learners.</p> <ul style="list-style-type: none"> <li>Assessment and Analytics – Data Retrieval for monitoring student progress; used for benchmark testing</li> <li>Odysseyware/Edgenuity – Online learning used for new courses, remediation, credit recovery, Alternative Education</li> <li>Odysseyware replaced with Edgenuity (2019)</li> <li>Virtual Virginia – Online classes</li> <li>Google Classroom/Google Docs – various classes</li> <li>Various literacy programs in all three schools</li> </ul>	<p>Superintendent Director of Instruction Director of Technology Principals Instructional Personnel</p>	<p>2020: Dual enrollment, Virtual Virginia, Edgenuity used for instruction.</p> <p>Dual Enrollment – 55 students Virtual Virginia – 16 students Odysseyware – 147 students</p> <p>Literacy: FUSION, iSPIRE, SuperKids, AR</p> <p><b>Dual Enrollment – approximately 50</b> <b>Virtual Virginia – 9</b> <b>Odysseyware - 51</b> <b>CTE (CHS/JRTC) – 408 duplicated students during 2018-2019 school year</b></p>
Yearly	<p>Facilitate the implementation of high-quality Internet safety programs in schools.</p> <ul style="list-style-type: none"> <li>Internet safety programs and protocol are incorporated in the classroom</li> <li>VDOE resources are used</li> </ul>	<p>Director of Technology Principals School Resource Officer Teachers Instructional Personnel</p>	<p>Internet safety addressed in classes and during computer lab time</p> <p>2020: Internet Safety discussed in virtual environment by classroom teachers.</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"> <li>Staff instructional day with technology sessions</li> <li>Peer instruction for faculty and staff</li> </ul>	<p>Superintendent Director of Technology Principals Teachers</p>	<p>2020: PD virtual at all three schools, department meetings and faculty meetings virtual using Google Meet or Zoom.</p> <p>PD at meetings for all 3 schools as well as faculty meetings at EPS, JWIS, CHS. CHS: <b>PD at each faculty meeting, various topics</b></p>

	<ul style="list-style-type: none"> <li>Resident expert at each school to assist with staff technology needs</li> <li>Google Classroom and Google Docs used in some classes</li> <li>High School is 1:1 with laptops, tablets, and chromebooks (ebackpack funds)</li> </ul>		
Yearly	<p>Ensure that students, teachers, and administrators are ICT literate.</p> <ul style="list-style-type: none"> <li>Teachers must have technology competencies met when obtaining licensure</li> <li>Online professional development community (Simple K12) utilized to provide staff up-to-date tools for classroom services</li> </ul>	<p>Superintendent          Director of Instruction          Director of Technology          Human Resources          Coordinator</p>	<p>2020: SimpleK12 used and virtual PD to continue with ICT literacy.</p> <p>Teachers are ICT literate/proficient          SimpleK12 participation: 23 teachers 2017-2018  <b>Teachers use SimpleK12 for re-certification</b></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"> <li>Continue to use “Assessment and Analytics” to obtain student growth data for the teacher evaluation (SMART Goals – Pre/Post Test)</li> <li>Continue to use “Assessment and Analytics” for formative assessment</li> <li>Utilize Microsoft IT Academy (CHS) and Microsoft Specialist Exams to allow student and teacher certification (as needed)</li> <li>Student response system (“PRS”) used in classrooms to provide immediate feedback</li> <li>Various technology tools are used for daily assessment</li> </ul>	<p>Superintendent          Director of Instruction          Director of Technology          Superintendent          Principals          Teachers</p>	<p><b>2020: Analyze data using Performance Matters and other assessments in Canvas. Also, may use CIP benchmarks.</b></p> <p><b>Analyze data using Assessment and Analytics – SGA, moving to Performance Matters</b></p> <p>Microsoft Specialist Exams: Six students passed all 3 exams (Word, Excel, PowerPoint); four students passed 2 exams (Word and PowerPoint)</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.**

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"> <li>Increased the number of computers for all three schools by utilizing VPSA funds</li> <li>Increased number of laptops and iPADS</li> </ul>	<p>Superintendent          Director of Technology          Principals</p>	<p>2020: Covington City Public Schools PreK-12 is 1:1 with technology.</p> <p>Teacher PCs purchased          CHS has 1:1 with chromebooks, tablets, laptops          CHS: Interactive SmartBoard in Library (65in)</p>



	<ul style="list-style-type: none"> <li>• Purchased tablets and chromebooks (e-Backpack initiative)</li> <li>• Purchased laptop wireless carts</li> <li>• Upgraded wireless infrastructure at each school (2017)</li> <li>• Upgrade to bandwidth at each school and school board office</li> <li>• Work to expand 1:1 initiative</li> </ul>		<p>2020: Covington City Public Schools PreK-12 is 1:1 with technology. All students and instructional staff have a school issued device.</p> <p>Lab PCs purchased – 3 labs at CHS  Chromebooks purchased for grades 3-7  Kindles purchased for grade 3  Document Cameras for K-3 teachers  Laptops for grades K-3  Additional chromebooks will be purchased for CHS (2019-2020) thru the use of Gov School funds and ebackpack</p>
On-going	<p>Provide technical and pedagogical support to ensure that students, teachers, and administrators can effectively access and use technology tools.</p> <ul style="list-style-type: none"> <li>• Professional development is offered on various types of technology</li> <li>• Resident expert in each school</li> </ul>	<p>Superintendent  Director of Technology  Principals  IT Staff  Resident experts</p>	<p>Resident experts assist IT department on various projects/issues/work orders.  2020: Many staff members have been trained using various platforms and tools and share with others.</p>
On-going	<p>Identify and disseminate information and resources that assist educators in selecting authentic and appropriate tools for all grade levels and curricular areas.</p> <ul style="list-style-type: none"> <li>• Consider more “paperless” operation and cloud storage for division</li> </ul>	<p>Superintendent  Director of Instruction  IT Department  Principals  Teachers</p>	<p>Email documentation to Principals and Staff  Cloud storage used on  21stcenturylearning.info</p>
<b>Objective 5: Use technology to support a culture of data-driven decision-making that relies upon data to evaluate and improve teaching and learning.</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
On-going	<p>Use data to inform and adjust technical, pedagogical, and financial support.</p> <ul style="list-style-type: none"> <li>• Assessment and Analytics/Performance Matters</li> <li>• PowerTeacher (Students’ grades)</li> <li>• PowerSchool (SIS)</li> <li>• PALS and PALS+</li> <li>• Various Reading and Literacy programs throughout the division</li> </ul>	<p>Superintendent  Director of Instruction  Principals  Teachers  Instructional personnel</p>	<p>Teachers/Administrators analyze instructional data  All strategies/activities are used throughout the year.</p>

	<ul style="list-style-type: none"> <li>Formative assessments designed by teachers using technology (performance based assessments)</li> <li>Rubrics used for certain teacher assessments</li> <li>Summative assessments (SOLs)</li> </ul>		
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	CHS – Data team of 4 staff members Principals review teacher data and SMART Goals
On-going	Promote the use of technology to inform the design and implementation of next generation standardized assessments. <ul style="list-style-type: none"> <li>Utilize Microsoft Specialist Exams (CHS)</li> <li>Increase Career and Technical Education courses related to technology</li> </ul>	Superintendent Director of Instruction Director of Technology Principals Instructional Personnel	2020: Virtual courses involving Microsoft and Cybersecurity.  Microsoft Specialist Exams: Six students passed all 3 exams (Word, Excel, PowerPoint); four students passed 2 exams (Word and PowerPoint) CTE courses increased for 2018-2019 (4) JRTC: Cybersecurity
<b>Objective 6: Redesign Covington City Public Schools' website</b>			
2018	<ul style="list-style-type: none"> <li>Create site for each school and school board office</li> <li>Comply with all ADA policies</li> <li>Hosted by SchoolMessenger</li> <li>Deployment will be 2018</li> </ul>	Superintendent Director of Technology Director of Instruction IT Department Coordinator of Human Resources	2020: Website used to provide information; training provided to students and parents for online learning and Re-Opening of Schools.  New Web Site deployed January 2018 Updates are provided by staff Summer Project: to review site and make more interactive Added student forms to web site for parents to complete
<b>INSTRUCTIONAL TECHNOLOGY</b>			
<b>Objective 1: All staff in Covington City Public Schools are provided quality instructional technology support in order to use various technology applications and tools.</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
On-going	Provide support for teachers' integration of technology	Superintendent Director of Instruction Director of Technology Principals Instructional Personnel	2020: All support provided virtually through Google Meet and Zoom. Also, technology help desk used for staff.  CHS – teachers share at faculty meetings IT staff provides assistance as needed. Resident experts provide assistance as needed.

On-going	Observe teachers' integration of technology	Superintendent Director of Instruction Director of Technology Principals	2020: Administrators participate in virtual classes for teacher observation. Administrators walk thru to observe teachers use of technology.
On-going	Increase administrators' use of technology to facilitate teachers' integration of technology	Superintendent School Administrators Principals Director of Technology	As needed
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"> <li>VPSA and local match funding</li> </ul>	Superintendent School Administrators Director of Technology	Equipment purchased as needed and as requested
On-going	Provide professional development sessions that build employees' technical skills levels. <ul style="list-style-type: none"> <li>Preschool in-service/Mid-year in-service</li> <li>School staff and personnel will provide internal expertise to others staff members as needs arise</li> </ul>	Superintendent Director of Technology Principals Instructional Personnel	2020: Virtual PD provided  August 2017, January 2018, <b>January 2019, August 2, 2019</b>

**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	Technology plan revised according to state technology plan 2017-2018 <b>Technology plan revised according to state technology plan 2019-2020, 2021</b>
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	PD provided Teachers use Google Classroom
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	Chromebooks used for SOL testing Spring 2018 and will be used at all three schools for testing beyond 2018.

**SCHOOL FACILITIES AND MAINTENANCE**

**Objective 1: Explore capital improvement project funding for the following three projects:**

Time Line:	Strategies / Activities	Responsibility	
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2017 – 2018	<p>Covington High School Renovations</p> <ul style="list-style-type: none"> <li>• Air Condition in ALL classrooms and spaces</li> <li>• Roof replacement</li> <li>• Curfman hall seats replaced</li> <li>• Consider upgrades to Curfman Hall for possible theater productions and other events</li> </ul>	<p>Superintendent Covington City Council Arts Council Maintenance Staff CHS Administration</p>	<p>Completed 2017-2018 2019: Curfman Hall upgrade consideration with technology 2020: Technology assistance as requested.</p>
<b>SPECIAL EDUCATION SERVICES</b>			
<b>Objective 1: Provide appropriate special education services for students in the division</b>			
<b>Time Line:</b>	<b>Strategies / Activities</b>	<b>Responsibility</b>	
On-going	<p>Maintain compliance with all federal and state special education laws, regulations, initiatives, and performance indicators</p>	<p>Superintendent Director of SPED Director of Instruction Supervisor of Student Services Principals Teachers</p>	On-going – daily
On-going	<p>Increase parental involvement</p> <ul style="list-style-type: none"> <li>• All SPED parents are invited to each SPED Advisory meeting quarterly</li> <li>• 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"> <li>• Variety of student performances at all schools – all year</li> <li>• Special Events – Open House at schools</li> <li>• Alleghany Highlands Regional Library (events for librarians/students/parents)</li> <li>• Band Boosters/Quarterback Club/ at CHS</li> <li>• APT – EPS</li> <li>• Book Fairs - EPS/JWIS/CHS</li> <li>• Polar Express - EPS</li> </ul> </li> <li>• Explore creative ways to get parents to attend parent/teacher conferences. <ul style="list-style-type: none"> <li>• School contests (i.e. pizza party for class with the most parents in attendance)</li> <li>• Personal phone calls to parents</li> </ul> </li> </ul>	<p>Superintendent Director of Special Education Supervisor of Student Services Principals Teachers Advisory Committee Members</p>	<p>2020: Virtual activities and meetings via Google Meet and Zoom</p> <p>Open House Band/Music Concerts Band Boosters/QBack Club – monthly <b>Reading/Math Nights at EPS</b> <b>Math Night @ Food Lion – May 2019</b> <b>Family Engagement Liasion – Title I (2019-2020)</b></p>

	<ul style="list-style-type: none"> <li>• School Messenger Communication/Correspondence</li> <li>• CHS (i.e. student early dismissal for winter break if parent attends conference)</li> <li>• School newsletters</li> <li>• Students given “free passes for HW if parent attends school conferences</li> </ul>		
On-going	<p>Improve SOL scores and graduation rates of students with disabilities</p> <ul style="list-style-type: none"> <li>• SOL rates improved in some areas in 2017</li> </ul>	<p>Superintendent  Director of SPED  Director of Instruction  Supervisor of Student Services  Principals  Graduation Team  Teachers</p>	<p>2017-2018 SOL scores:  <b>EPS: Accredited (3 yr waiver)</b>  <b>JWIS: Accredited</b>  <b>CHS: Accredited</b>  <b>2018-2019 SOL Scores (preliminary)</b>  <b>EPS: Accredited with conditions, improved in both math and reading</b>  <b>JWIS: Accredited</b>  <b>CHS: Accredited</b>  <b>2019: EPS (Math increased to 86%; Reading increased from 62% to 67%)</b>  <b>2019: JWIS made Accreditation</b>  <b>2019: CHS should make Accreditation</b>  <b>2020: CHS/EPS Academic Review</b></p>
On-going	<p>Provide appropriate and relevant professional development on special education topics</p> <ul style="list-style-type: none"> <li>• VAAP, VGLA, VELA</li> </ul>	<p>Superintendent  Supervisor of Student Services  Principals</p>	<p>VAAP scoring - May 9-11 (8 staff members)  <b>VAAP Scoring – April 2019</b></p>
On-going	<p>Increase the use and knowledge of assistive technology to improve access to general education curriculum for students with disabilities</p> <ul style="list-style-type: none"> <li>• Utilize T-TAC and Assistive Technology project for specific student needs</li> </ul>	<p>Superintendent  Supervisor of Student Services  TTAC</p>	
On-going	<p>Develop a 5-year Comprehensive Division Plan for appropriate educational experiences for our growing autistic population</p> <ul style="list-style-type: none"> <li>• Comprehensive autism planning team for division meets quarterly</li> </ul>	<p>Superintendent  Director of SPED  Supervisor of Student Services  Principals  School Stakeholders</p>	
On-going	<p>Continue the division’s expectation to have reverse inclusion (50% disabled &amp; 50% non-disabled) in our Early Childhood classrooms</p> <ul style="list-style-type: none"> <li>• IPOP program continues to be successful- not at 50% rate for reverse inclusion, yet</li> </ul>	<p>Superintendent  Director of SPED  Supervisor of Student Services</p>	

On-going	<p>Maximize use of Functional Behavior Assessments and behavior intervention plans for students with challenging behaviors</p> <ul style="list-style-type: none"> <li>Continue to develop behavior plans for students with challenging behaviors</li> </ul>	<p>Superintendent          Director of SPED          Supervisor of Student Services          Principals          School Counselors          Teachers</p>	
On-going	<p>Student Success Policies - ESSA (Every Student Succeeds Act adopted 2017)</p>	<p>Superintendent          Director of SPED          Director of Instruction          Supervisor of Student Services          Principals          School Counselors          All Instructional Personnel</p>	ESSA – on-going guidelines