

REACH 2024

FRANKLIN SPECIAL SCHOOL DISTRICT



STRATEGIC PLAN

2019-2024

STRATEGIC PLANNING GOALS

The Franklin Special School District Board of Education is strategically planning for the next five years. Taking the input gathered from our stakeholder groups (students, parents, community members, administrators, faculty and staff) as well as the findings of the 2018 accreditation process, the Board has identified the following four goals as priorities:

LITERACY



By 2024, FSSD will achieve a 75% proficiency level on the state achievement measure (TNReady) and a Level 5 on state growth measure (TVAAS).

STUDENT WELL-BEING



By 2024, the FSSD will increase support for students' mental, emotional and behavioral health, which will be evidenced by annual reviews of each strategy to determine change, expansion and documentation of support.

EQUITY IN FACILITIES



By 2024, all campuses will have equitable and appropriate spaces and systems in place to support the FSSD's mission to foster academic, social, emotional, physical, and creative development in each student.

COLLEGE AND CAREER READINESS



By 2024, students will be able to match their strengths and interests to prepare them for college and career.



LITERACY

Revised 1/14/19

GOAL

By 2024, FSSD will achieve a 75% proficiency level on the state achievement measure (TNReady) and a Level 5 on the state growth measure (TVAAS).

Strategies	Description
CORE Literacy and Content Area Instruction	Teachers and administrators will have more access to timely, relevant student data and high quality curricular resources to maximize student learning in all areas of literacy (including reading, writing, and content literacy). The annual principal and teacher evaluation process will be utilized to provide direct feedback to educators regarding instructional practices related to literacy. These observations will be conducted by certified evaluators including principals, assistant principals, district-level supervisors, the Associate Director of Schools for Teaching & Learning and the Director of Schools. Support will continue to be provided by literacy coaches, mentors, district team members, and through targeted professional learning opportunities at the school and district level.
Professional Learning Offerings	Literacy initiatives and programs will be streamlined, making it easier to provide teachers with high quality professional learning that is appropriately differentiated. Driven by data and need, as well as input from teachers, coaches and leaders, professional learning will be focused specifically on the initiatives that have been identified as most impactful for student achievement and outcomes.
Effective Interventions	Based on district screening assessment results, the district will align appropriate literacy resources to add to the range and type of approved interventions to support students' needs and provide the necessary professional learning to ensure fidelity of implementation.
Monitoring Literacy Goal Progress	The district will foster a collaborative approach to data analysis to assess the appropriate implementation and impact of each literacy initiative on all student groups, including high achieving and historically underperforming students. Data will be derived from multiple sources which may include, but not be limited to: teacher evaluation results, progress monitoring results, digital curricular resource data, and district and state assessments.

STUDENT WELL-BEING

Revised 1/14/19

GOAL

By 2024, the FSSD will increase support for students' mental, emotional and behavioral health, which will be evidenced by annual reviews of each strategy to determine change, expansion and documentation of support.

Strategies	Description
Therapy Dog Program	In order to enhance students' well-being, improve social skills and increase self-esteem, the FSSD has a certified therapy dog who will begin working with several schools by the end of the 2018-19 school year. By 2024, the district plans to expand this program to include additional certified therapy dogs so students across the eight campuses will have opportunities to interact with therapy dogs.
Mercy Clinic Partnership Expansion	The district currently provides on-campus student mental health counseling services on three campuses (FMS, PGMS, PGES). Mercy Community Healthcare is completing federal licensure applications to expand their scope of services to include all eight campuses. The goal is to offer recommended mental health counseling services, with parent permission, to referred students at all FSSD schools.
Expand Implementation of Positive Behavior Supports (RtI2-B)	As school teams and district team members are fully trained on the implementation of positive behavior supports (RtI2-B), all schools will have processes and programs in place that implement the three-tiered system of support for behavior interventions. These supports will decrease office discipline referrals, help foster strong, positive social and behavioral interactions, and heighten students' learning potential.
Social Emotional Learning (SEL) Professional Learning	The professional learning will expand upon the district-wide 2017-18 implementation of Social Emotional Learning (SEL) practices and continue to build administrators' capacity for supporting faculty, staff and students in the SEL approach. A district-wide SEL committee will help guide this future work to ensure teachers and administrators are fully supported in the application of the learning.
Student Advocacy	Student advocacy ensures every student has a personal connection to a school-based adult mentor who supports the student's well-being. The district social worker, in collaboration with school counselors, will research K-8 student advocacy models for the purpose of making recommendations to the FSSD Leadership Team for a multi-year phase in of the appropriate models.

COLLEGE AND CAREER READINESS

Revised 1/14/19

GOAL

By 2024, students will be able to identify and develop their strengths and interests to better prepare them for college and career.

Strategies	Description
Student Advocacy	Foster school-based adult-to-student relationships through the creation and implementation of a K-8 student advocacy and mentorship program. The purpose of this advocacy program is to build students' confidence in their ability to explore careers, set and pursue goals for their future steps which include high school course selection, post-secondary education and/or career paths.
Exposure to Higher Education	Expose 7th and 8th grade students to college campus, technical school or post-secondary experiences (site visit, guest speaker, <i>College Day</i> , etc.) to strengthen student preparation for high school transition, community college, four-year university and/or career.
Career Exploration	Continue to assist 8th grade students in planning for future career aspirations through the use of appropriate survey instruments which help guide them toward potential future career paths based upon interests and strengths. Additionally, 8th grade students will actively participate in the annual career exploration day, co-hosted by FSSD and WCS, to more deeply investigate potential future options.
High School Transition	Improve collaboration between middle school and high school administrators regarding the transition to high school to ensure FSSD students are prepared for the rigor of high school courses and future planning. Through these collaborations, intentional pairings of FSSD and WCS teachers and staff will occur to ensure student skill sets and preparation are commensurate with WCS students entering high school. Students will be provided more opportunities to experience STEM, coding, humanities and world languages so they are more knowledgeable when making high school course selections and planning for their intended career path.

EQUITY IN FACILITIES

Revised 1/14/19

GOAL

By 2024, all campuses will have equitable and appropriate spaces and systems in place to support the FSSD's mission to foster academic, social, emotional, physical, and creative development in each student.

Strategies	Description
Poplar Grove Elementary Gymnasium	By 2024, provide a teaching and recreational gym for physical education classes as is available in all other schools. Design will enable revenue-based and school/district/regional tournaments to be an option.
FSSD Performing Arts Center	By 2024, provide an auditorium for PGMS that would be equitable to other FSSD middle schools. As funding permits, explore the possibility of achieving a state-of-the-art performance facility available for use by other schools and community groups.
Central Office Annex	By 2019, have design plans completed for exterior updates and examine the feasibility of improvements to interior building aesthetics to match the other district buildings.
Middle School Athletic Facility, Parking and Field Updates	By 2021, upgrades to the FSSD's Fred Lane Field (lights, parking, press box) at FIS will meet community standards and expectations. Planning work will continue in 2018-2019 with the City of Franklin for Phase I improvements and additions to the baseball/softball/track areas (including concessions and restrooms) at FMS with a 2020 tentative completion date. Updates/additions will benefit all FSSD intermediate/middle schools as they share teams and fields.
Cafeteria Improvements	A comprehensive replacement plan for large kitchen and cafeteria equipment will continue to be implemented for all campuses, bringing them to equity by 2021. In addition, a major kitchen expansion and renovation is planned for Johnson Elementary in 2020-2021.
Security/Safety Enhancements	As of the 2018-2019 school year, front office access control systems were placed in all schools and district facilities, making visitor entry more controlled. By the conclusion of the 2018 - 2019 school year, the district will also implement threat assessment protocols to assist administrators and teachers with identification and reporting of behaviors or situations that may pose threats to the school environment. By 2024, seven additional visitor management kiosks will be added to the two already in place at LES and MES. These will be located at FES, JES, PGES, FIS, FMS, PGMS and Central Office Annex. This immediate background checking and badge issuing system adds an enhanced layer of security to the visitor management system already in place. Upgraded and expanded security camera systems will be phased in at all schools and district facilities.
School Improvements	By 2021-2022, Liberty Elementary's HVAC systems will be updated along with other facility improvements will bring the school into comparable efficiency and aesthetic as the other FSSD schools. Following the updates at Liberty Elementary, plans will be created to begin updating Johnson Elementary, Freedom Middle School or other locations with similar improvements.
Maintenance & Transportation Facility	The district will continue to assess the need for a Maintenance and Transportation Facility.