

Johnson City Board of Education Special Meeting
December 7, 2020 5:00 PM
Central Office

1. CALL TO ORDER AND PURPOSE OF MEETING

A. Five-Year Strategic Plan

2. ADJOURNMENT



JOHNSON CITY SCHOOLS

Expect The Best!

Johnson City, Tennessee

Five-Year Strategic Plan

2017-2022

Approved

12/07/2020

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Johnson City Schools
Five-Year Strategic Plan 2017-2022
Updated December 7, 2020

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BELIEFS

To be successful, Johnson City Schools must...

- Provide the highest quality public education to all students;
- Attract, develop, and retain the very best teachers and staff;
- Engage families, business, community, and government;
- Stay on the cutting edge of educational leadership and practice; and
- Foster a caring, safe, and inclusive environment.

MISSION

To enable all students to achieve excellence.

VISION

To be a progressive school system that is globally competitive in all areas. All students have an equal opportunity to learn and be successful while meeting high expectations and are provided the resources to be healthy, productive citizens and lifelong learners.

GOAL

Advance student achievement in all curricular and extra-curricular programs

GOAL

Pursue and efficiently manage internal and external school funding

GOAL

Promote physical and mental health and wellness in a safe and secure environment

GOAL

Improve communication, collaboration, and involvement

GOAL

Champion innovation and the effective use of technology

JOHNSON CITY SCHOOLS

Five-Year Planning Committee Members

Dr. Robbie Anderson, Committee Chair

Goal	Chair(s)	Committee Members
1. Advance student achievement in all curricular and extracurricular programs	Carol McGill Melanie Riden-Bacon	John Hunter (Board Member), Kathy Hall (Board Member), Tom Hagar (Board Member), Lottie Ryans (Board Member), Jeff Price (SHHS), Tammy Pearce (LBMS), Kellie Singleton (LBMS), Jessica Belcher (WD), Laura Rainwater (WD), Karen Bunch (TA), Melina Christian (Parent), Anne Godfrey (Parent), Theresa Shaw (PTSA/Parent), Brian Holt (Student), Ben Winegar (Student), Kaitlyn Phillips (Student), Kate Gorzka (Student), Nancy Miles (SS), Becky Saunders (SS), Molly Luton (Comm. Leader), Dr. William Smith (Comm. Leader)
2. Pursue and efficiently manage internal and external funding	Pam Cox Dr. Roger Walk	Dr. Richard Manahan (Board Member), Laura Evans (WD), John Hughes (WD), Lora Grogg (Community Member), Beth Simpson (Parent), Jennifer Hyder (LBMS)
3. Promote physical and mental health and wellness in a safe and secure environment	Dave Chupa Dr. Greg Wallace	Tom Hager (Board Member), Kathy Hall (Board Member), Richard Church (LBMS), Kelsey Bailey (LBMS), Dr. Anne Littleford (SS), Mary Jacobs (WD) Tori Ryans (WD), Jennifer Banner (TA), Melissa Larzo (Parent), Dr. Josh Simmons (LR)
4. Improve Communication, Collaboration, and Involvement	Dr. Debra Bentley Dr. Steve Barnett	Krissy Dempsey (LBMS), Alison Dowdy (Parent), Kathy Hall (Board Member), Dr. Johnnie Sue Hawley (LBMS), Sean Hogan (WD), Jennifer Moore (LBMS), Tricia Nguyen (Parent), Chris Simerly (WD), Dr. Melissa Stukes (MV), Brent Billheimer (TA)
5. Champion innovation and the effective use of technology	Dr. Sharon Pickering Dr. David Timbs	Jamie White (SHHS), Felicia Losh (LBMS), Lauren Temm (TA), James Jacobs (ITMS), Melony Surret (Technology Supervisor), Anita Sutherland (SS), Penny Reece (WD), Dr. Karen Reach (WD), Gina Pavlovich (Parent), Nathan Jenkins (Parent), Sheila Cox (Board Member), Tim Belisle (Board Member), Chris Strode (Parent), Dr. Carleton Lyon (Technology Coach), Cindy Lawson (Attendance Supervisor), Morgan Rankin (SS), Jared Day (LBMS)

(Updated 04/17/2017)

2017 Initial Plan in Black, 2019 Updates in Blue, 2020 Updates in Green

Key Result Area 1: Achievement

GOAL

Advance student achievement in all curricular and extracurricular programs

Current Status

State testing from the 2014-2015 school year indicated ten out of eleven achievement targets in grades 3-12 were met by the district with proficient and advanced percentages across the system exceeding state percentages. Johnson City Schools' one year value added scores were a "5" in composite, literacy, math, and literacy and math combined—showing significant growth in students at all grade levels in all subject areas. In fact, ten out of eleven Johnson City Schools had a value added score of "5" in composite. Science Hill's End of Course (EOCs) exams consistently outscored the state on percentages of students who scored proficient/advanced. The high school's ACT composite score of 22.2 was also significantly higher than the state average of 19.9, and the graduate rate of 91.05% was also above the state average of 88.5%. In addition, the senior class of 2016 was offered over \$15,000,000 in scholarships. SHHS students were also recognized for numerous awards in athletics and the arts.

State testing from the 2018-19 school year indicated five out of eight achievement targets in grades 3-12 were met by the district with on-track or mastery percentages across the system exceeding state percentages. Johnson City Schools' one year value-added scores were a "5" in composite, math, literacy and math combined, and social studies. Five of eleven Johnson City Schools were designated by the TDOE as Reward Schools for school year 2018-19, and eight of the eleven schools had a value add score of "5" in composite. Science Hill's End of Course (EOC) exams consistently outscored the state on percentages of students designated as on-track or mastery. The high school's ACT composite score of 22.3 was also significantly higher than the state average of 20.1, and the graduate rate of 91.8% was also above the state average of 89.1%. In addition, the senior class of 2018 was offered over \$15,000,000 in scholarships. SHHS students were also recognized for numerous awards in athletics and the arts.

Last available TNReady test results indicated five out of eight achievement targets in grades 3-12 were met by the district with on-track or mastery percentages across the system exceeding state percentages. Johnson City Schools' most recent value-added scores were a "5" in composite, math, literacy and math combined, and social studies. Five of eleven Johnson City Schools were designated by the TDOE as Reward Schools for school year 2018-19, and eight of the eleven schools had a value add score of "5" in composite. Science Hill's End of Course (EOC) exams in 18-19 consistently outscored the state on percentages of students designated as on-track or mastery. The high school's ACT composite score increased from 22.3 to 22.7 for graduates in 2019 at the same time the state average composite decreased from 20.1 to 20.0, and the four year graduation rate of 91.8% in 2018 improved to 92.1% in 2020. Over fifty-six percent of Johnson City 2020 seniors achieved Ready Graduate status, an increase of nearly 6 points from 2018, and 16 points greater than the state Ready Graduate percentage. In addition, of students taking AP exams, 361 scored a 3 or higher which accounted for 64.8 percent of the students who took AP classes. SHHS students were also recognized for numerous awards in athletics and the arts.

Key Result Area 1: Objectives, Strategies, and Measures

1. To exemplify excellence and equity by exceeding all state and national academic achievement measures

Strategies:

- Plan and teach rigorous standards-based curriculum (new K-12 ELA materials were adopted/implemented)
- Strengthen problem solving and higher order thinking across all content areas
- Use quality formative assessments to measure mastery of state standards in PK-12 and to inform instructional decisions (new formative assessment, *Illuminate*, was adopted/implemented)
- Support student learning in all levels of instruction in order to reduce subgroup achievement gaps
- Provide a variety of ACT prep programs (i.e., on-line and in class)
- Increase student participation in Advanced Placement courses by expanding availability with 28 Advanced Placement courses and revising the registration advisement process (2020-24 AP courses with 679 students accounting for 1,368 course enrollments, 1,171 exams, 136 students earning an AP Scholar Award, 4 graduates attaining the AP Capstone Certificate, and 14 graduates receiving an AP Capstone Diploma)
- Offer virtual summer courses for grades 5-12 and summer programming for enrichment and at-risk students (i.e., summer school, CTE academies, expanded STEAM Camp, STEAM bus, and bookmobile)
- Provide support for students who are impacted by cultural and socioeconomic factors with a newly hired ESL coach.

Measures:

- System standard-based checkpoints and RTI assessment data
- State Report Card for Achievement and Growth (AMOs)
- Gap reduction in system and state data
- Attendance and participation in enrichment and at-risk programs
- Advanced placement, enrollment and assessment results
- ACT enrollment and scores
- TEAM rubric and student work

2. Hire and develop the most qualified staff

Strategies:

- Provide continuous professional development as determined by district level and school level needs assessments (110 district level workshops with 1,100 Professional Development Certificates issued)
- Encourage National Board Certification (16 certificated educators who each receive an annual \$2,000 stipend)
- Expand teacher leader development
- Support new teacher induction and mentorship (30 teachers on mentor contracts of up to \$500 maximum)
- Continue system level vertical collaboration led by instructional coaches
- Recruit and increase the availability of substitute teachers (increased pay to \$70.00 per day and \$100.00 for retired teachers) (increase number of full-time subs from 3 to 7; expand opportunities for college students to sub)
- Increase funding, compensation and positions for RTI and RTI (III) Behavior personnel (two RTIB lead positions were created with additional compensation to provide training and support; in addition, RTI tutors' pay scale was modified to provide increase in pay tied to experience)
- Increase principal pipeline (two principals participated in GASL and two assist. principals participated in UT Leadership Academy)

Measures:

- Staff development participation and evaluations
- Teacher feedback and surveys
- RTI and RTI Behavior positions in every school
- Human Capital and TEAM Reports
- Number of National Board Certified teachers
- AESOP data

- Participation in GASL and UT Leadership Academy
- MOU with ETSU

3. To provide quality extracurricular opportunities which promote excellence in the arts, athletics, clubs and other after school programs

Strategies:

- Encourage and recognize stakeholder (student, family and community) involvement in extracurricular activities (School System Hall of Fame; board recognition of community leaders)
- Strengthen the transition of extracurricular activities and offerings between each grade level grouping (i.e., elementary, intermediate, middle, and high school)
- Promote leadership, sportsmanship and performance excellence through extracurricular activities
- Ensure cultural awareness, leadership, social and character development, and globalization through school counseling curriculum, student leadership programs, and digital citizenship (Digital Citizenship Certification)
- Engage students in activities designed to develop an appreciation for the arts
- Encourage and cultivate community relationships to enhance community service learning opportunities for students
- Explore extracurricular transportation solutions (after-school bus ran from IT to LB as needed; an activity bus was purchased for non-sport extracurricular activities; a handicapped accessible bus was also purchased)
- Develop and implement a consolidated calendar for extracurricular activities (the new SH website incorporates LB activities into the calendar)

Measures:

- Stakeholder involvement and participation
- Online calendar of activities
- Award and recognition programs
- Positive media communications concerning involvement and activities
- Student clubs and athletic teams
- Student participation in extracurricular activities at all levels

Key Result Area 2: School Funding

GOAL

Pursue and efficiently manage internal and external school funding

Current Status

The Johnson City School System is considered a department of the City of Johnson City. The City of Johnson City is our funding authority and controls all bank accounts and investment activity. The current revenue budget for the Johnson City Schools is \$70,308,797. Our funding is made up from the following sources: State of Tennessee 43%, Washington County Taxes/Licenses 37%, City of Johnson City 18%, Charges for Services and Other local revenues 2%. Our expenditure budget is \$71,814,587. Our funds are appropriated in the following major categories: Personnel 80.5%, Operations 13%, Capital Outlay 1%, Debt Service 2.5% and Student Transportation 3%.

The Johnson City School System is considered a department of the City of Johnson City. The City of Johnson City is our funding authority and controls all bank accounts and investment activity. The current revenue budget for the Johnson City Schools is \$76,717,390. Our funding is made up from the following sources: State of Tennessee 44%, Carter, Sullivan and Washington County Taxes/Licenses 36%, City of Johnson City 18%, Charges for Services and Other local revenues 2%. Our expenditure budget is \$77,210,889. Our funds are appropriated in the following major categories: Personnel 82%, Operations 10%, Capital Outlay 1%, Debt Service 4% and Student Transportation 3%.

The Johnson City School System is considered a department of the City of Johnson City. The City of Johnson City is our funding authority and controls all bank accounts and investment activity. The current revenue budget for the Johnson City Schools is \$77,909,333. Our funding is made up from the following sources: State of Tennessee 45%, Carter, Sullivan and Washington County Taxes/Licenses 36%, City of Johnson City 17%, Charges for Services and Other local revenues 2%. Our expenditure budget is \$78,762,428. Our funds are appropriated in the following major categories: Personnel 84%, Operations 9%, Capital Outlay 1%, Debt Service 3% and Student Transportation 3%.

Key Result Area 2: Objectives, Strategies, and Measures

1. To pursue additional funding for the Johnson City Schools

Strategies:

- Maximize grant opportunities
- Increase city funding - natural growth formula
- Pursue additional sales tax revenues (final quarter cent)
- Pursue/encourage the Johnson City Schools Foundation to increase fundraising for the Johnson City School System
- [Develop policy/procedures for use of online fundraising sites](#)
- [Advocate for equitable funding before the city and the county](#)

Measures:

- Federal Grants
- Donations
- City funding formula
- Revenue/sales tax reports
- Site-based budget meeting minutes
- Minutes from the finance/budget meetings with city staff
- Quarter cent referendum
- Review of financial reports
- Comparison of revenues from one period to the next

- Review of budget
- Finance committee meeting minutes
- Monthly financial reports
- [Equitable funding](#)
- [Amount of online fundraising](#)
- [Foundation's annual project](#)

2. To continue to use good stewardship practices

Strategies:

- Hold annual meetings with each school's site-based team
- Prepare monthly financial reports
- Maintain an active and involved finance committee
- Schedule periodic finance/budget meetings with city staff
- Practice energy efficiency in all school system buildings
- Maximize economics of scale
- Maintain [self-insured](#) insurance by oversight task force and consultant
- Continue internal audits
- Continue to have clean external audits
- Maximize capabilities of new accounting software
- Attend staff development offered by state and federal governments
- Continue to operate under the theme that a dollar saved is a dollar earned ([Continue to increase available fund balance.](#))

Measures:

- Review of policies/procedures regarding energy management
- Review of utility bills
- Review of monthly financial reports
- Review of insurance committee/task force meetings minutes
- Review of benefits of insurance
- Review of both school and city audit reports
- Review of comprehensive annual financial report
- Comparison of expenditures from one year/month to next
- Review of insurance costs
- Review utilization and cost savings with new employee health center

Key Result Area 3: Health and Wellness/Safe and Secure Schools

GOAL

Promote physical and mental health and wellness in a safe and secure environment

Current Status

Physical, mental health, and wellness components include health education, physical education, nutrition education, counseling, psychological and social services, healthy school environment, health promotion for staff, and family/community involvement. These are outlined in the system's Coordinated School Health Plan. Strategies have been developed and are analyzed annually by School Health Teams and the School Health Advisory Committee. The HEROES federal grant has provided therapeutic counseling in every school to assist with mental health wellness. A safe and secure environment has been provided through new or renovated facilities and crisis intervention procedures. The HEROES Grant has provided cameras and safety control systems for all schools that were not undergoing renovation or construction during the life of the grant. While maintaining strategies already in place and outlined in various local plans, the objectives and strategies in this plan include new areas of emphasis.

Physical, mental health, and wellness components include health education, physical education, nutrition education, counseling, psychological and social services, healthy school environment, health promotion for staff, and family/community involvement. These areas are outlined in the system's Coordinated School Health Plan. Strategies have been developed and are analyzed annually by School Health Teams and the School Health Advisory Committee. General purpose funds have provided therapeutic counseling in every school to assist with mental health and wellness as well as RTI-B staff to address students with Tier IV behavior plans. A safe and secure environment has been provided through new or renovated facilities and crisis intervention procedures. Cameras and safety control systems (including Raptor visitor management and reunification software) are present in all schools. In addition, the Johnson City Police Department's 2019-2020 budget provides funding for 14 SROs.

Physical, mental health, and wellness components include health education, physical education, nutrition education, counseling, psychological and social services, healthy school environment, health promotion for staff, and family/community involvement. These areas are outlined in the system's Coordinated School Health Plan. Strategies have been developed and are analyzed annually by School Health Teams and the School Health Advisory Committee. General purpose funds have provided therapeutic counseling in every school to assist with mental health and wellness as well as RTI-B staff (currently 5 at elementary and 1 at intermediate school) to address students with Tier IV behavior plans. A safe and secure environment has been provided through new or renovated facilities and crisis intervention procedures. Cameras and safety control systems (including Raptor visitor management and reunification software) are present in all schools. In addition, the Johnson City Police Department's 2020-2021 budget provides funding for 14 SROs. Purchased and distributed an additional 12 AEDs throughout the school system. Developed mini-grant through Coordinated School Health funding to promote site based healthy programs.

Key Result Area 3: Objectives, Strategies, and Measures

1. To establish and maintain secure and safe environments and physical facilities

Strategies:

- Continue to [update](#) capital improvement plans, complete projects as they are identified or according to [timelines](#) established
- Create more efficient use of system wide notification for emergencies
- Review technology and its use for safe schools (maintain and upgrade [Raptor and cameras](#))
- Review access controls and security during building construction and remodeling
- Regularly checking grounds for safety
- Clarify locking down versus run/hide/fight when intruders breach campus security
- Plan and control outside areas for vulnerability, safety of space, and fundraise for equipment and walking

paths

- Construction of new cafeteria and gymnasium for Liberty Bell (completed October 2020)
- Expansion of Lake Ridge, Woodland, and South Side (currently) classroom space
- Replace current Towne Acres facility
- Remodel school entrances to provide more controlled access
- Renovation of SHHS library and media center (completed July 2020)
- Continuation of School Board Safety Committee

Measures:

- Maintain funding for schools
- Facilities committee reports
- Survey system wide notification
- Annual budget upgrades of security software and hardware
- Punch list access controls and security devices
- Develop reasonable guidelines for lockdowns
- Custodians monthly inspect grounds

2. To maintain financial and personnel support for safe and healthy schools

Strategies:

- Continued funding of the School Resource Officers program (Currently have 12 officers)
- Support and expand the school nurse program and their companion support programs and equipment (currently 15 nurses)
- Use Canvas to provide safety training
- Communicate discipline plans and make explanations of consistency and operation in parent communication
- Online professional development to enhance teacher understanding of general discipline issues and their resolution
- Provide opportunities for teachers to shadow administrators in the discipline process
- Additional communication to the public about discipline rules and consequences for violations
- Hired bus monitors
- Establish a network of services for our most at-risk students in grades 5-12 (i.e. Hawks Academy (5-6), Patriot Academy (7-8), and Bridge to Success (9-12), and a senior GAP lab.

Measures:

- Budget for School Resource Officers
- Collect nurse logs for nurse services
- Annually audit safety training
- Create baselines for discipline
- Review annual sign-ins of professional development related to discipline
- Prioritized use of Title IV funding

3. To institute a plan for meeting fitness requirements for physical activity and healthy nutrition in the lives of our students

Strategies:

- Plan to meet new physical activity requirements that have been legislated
- Continue to educate and promote healthy choices
- Provide access to the NutriSlice App that gives nutritional data for school meals

Measures:

- Review school plans for physical activity
- Document healthy choices through guidance classes
- Provide access of NutriSlice App through school district websites

4. To continue to grow programs to meet the needs of students

Strategies:

- Promote sharing of relevant information to stakeholders to support students
- Explore ways to increase funding sources and services for mental health
- Continue partnerships with Johnson City Police, Johnson City Juvenile Court, and Frontier Health for SROs, court liaisons, and therapeutic counselors in all schools ([assumed education responsibility for juvenile program](#))
- Search for programs to accentuate family and community involvement in students' health

Measures:

- Board create policies for sharing information
- Apply for grants for mental health services
- Continue to monitor data on partnerships
- School family engagement plans should reflect community involvement in student health

Key Result Area 4: Parent and Community Involvement

GOAL

Improve Communication, Collaboration, and Involvement

Current Status

Johnson City Schools primarily uses School Messenger, Twitter, the Web site, and *The Comment* to communicate information to stakeholders. The Johnson City Board of Education annually updates its communication plan. Each school reviews and revises its communication plan. Family surveys are administered on-line or through paper copies brought home by students. Educators participate in an annual survey regarding progress of their respective schools. Each school has implemented a family engagement plan that identifies programs, activities, and procedures designed to involve parents including those with limited English proficiency and parents of students with disabilities. Board Policy 4.502 (Parent/Family Involvement) supports parent and community involvement. The Johnson City Schools Communications Advisory Committee consists of representatives from each school, the district, and the Board of Education. The committee's objective is to provide recommendations as to how the district can better communicate with all stakeholders. Educators visit schools from other districts in the region to gain new insights and ideas. Schools' students and staff members benefit from partnerships with regional colleges and universities, local businesses, churches, and state professional training opportunities.

Johnson City Schools primarily uses School Messenger, Twitter, Facebook, the district website, email, media releases, and Bloomz App to communicate information to stakeholders. A communications specialist was hired in 2017 and is responsible for generating positive press coverage, developing relationships with journalists, and designing relevant stories about our schools and community. ~~The Johnson City Board of Education annually updates its communication plan.~~ Each school reviews and revises its communication plan. Family surveys are administered on-line ~~or through paper copies brought home by students.~~ Educators receive an annual survey regarding progress of their respective schools. Each school has implemented a family engagement plan that identifies programs, activities, and procedures designed to involve parents including those with limited English proficiency and parents of students with disabilities. Board Policy 4.502 (Parent/Family Involvement) supports parent and community involvement. The Johnson City Schools Communications Advisory Committee consists of representatives from each school, the district, and the Board of Education. The committee's objective is to provide recommendations as to how the district can better communicate with all stakeholders. District educators visit schools from other districts in the region to gain new insights and ideas. Schools' students and staff members benefit from partnerships with regional colleges and universities, local businesses, faith-based organizations, and state professional training opportunities.

Key Result Area 4: Objectives, Strategies, and Measures

1. Maintain effective communication, maximize awareness, and support district goals, objectives, and programs through a variety of media

Strategies:

- Secure a Communications Specialist for district and school communication support (hired)
- Be responsive to communication tools that families prefer to use (Bloomz and email)
- Distribute a weekly Friday Feature that showcases schools' programs, services, and initiatives (multiple features are submitted to media, weekly, including a "Friday Feature.")
- Maintain the district's communication advisory committee (The communications advisory committee meets four times, annually.)
- Increase social media presence at both the district and school level (The school district uses Twitter, Instagram and Facebook as primary social media sources. Each school has a Twitter account manned by a designated individual.)
- Engage media outlets such as regional television and newspapers to showcase schools' programs, services, and initiatives (Interviews and features have been reported by area TV stations and the JC Press)
- Establish branding guidelines for district and schools (under development)
- Began livestreaming Board of Education meetings through YouTube channel.
- Redesigned website that is more user-friendly
- New app that will be launched in 2021
- Started using Hootsuite (free) to ensure the same messages are being pushed on all social platforms.
- Created Instagram for Science Hill and Science Hill Athletics Social Media.

Measures:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Number of views for Twitter, various reports, and Web usage (Facebook – 6,865 likes / 7,301 followers, Twitter – 3,591 followers, Instagram 1,790 (used more in 2020)).
- Number of views of weekly Friday Features
- Review of attendance, agendas, and minutes of meetings
- Number of followers who subscribe to media tools
- Number of articles/stories communicated by media outlets

2. Increase opportunities for two-way communication between parents and educators

Strategies:

- Secure a Communications Specialist for district and school communication support (hired)
- Develop a hotline to assist parents with information, questions, concerns, and other needs. Parent concerns or questions are addressed through Twitter, Facebook and e-mails.
- Utilize Parent Portal for grades four through twelve (in use)
- Administer annual surveys to measure satisfaction of parents (Parent surveys have been conducted each spring, including 2020)
- Inform and encourage educators to use available technology when communicating with families
- (Bloomz, email)

Measures:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Number of users of hotline

- Number of Parent Portal subscriptions
- Analysis of annual surveys
- Report of communication used to train educators in available technology Apps
- [School Messenger](#)

3. Provide ongoing support to enhance internal communication

Strategies:

- Secure a Communications Specialist for district and school communication support ([hired](#))
- Conduct annual employee surveys (certified and classified) ([Most recent survey was administered in summer, 2020](#))
- Continue to develop electronic communication tools within the schools ([Each school has an official web page.](#))
- Create staff forums for feedback regarding district/schools' strengths and areas for focus. [The district uses the curriculum council and technology leaders for feedback regarding district progress.](#)
- [Have intranet to use as employee internal website, but need active directory synced in order for teachers to access.](#)

Measures:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Analysis of annual surveys
- Annual review of communication tools
- Attendance at forums and review of feedback provided

4. Develop and strengthen positive relationships with organizations, agencies, and individuals

Strategies:

- Secure a Communications Specialist for district and school communication support ([hired](#))
- Recruit business and industry to become involved in schools. [CCTE programs have engaged with business and industry members.](#)
- Disseminate [weekly Friday Feature](#) to organizations such as Chamber of Commerce and area realtors
- Recognize and acknowledge school and community partnerships at monthly Board of Education meetings ([Prior to COVID-19, partnerships were part of district's recognitions process.](#))
- Develop a "JCS 101" initiative that allows stakeholders to learn the operations of Johnson City Schools. [JC Schools is part of JC 101 with a dedicated night to showcase schools.](#)
- Create a community database of regional businesses, agencies, and organizations. [Use Chamber of Commerce as resource for database.](#)
- [Initiate the JCS Hall of Fame](#)
- [Selected 2nd Class for JCS Hall of Fame, preparing to announce and start collecting nominations for 3rd JCS Hall of Fame class.](#)
- [Added "community billboard" to websites so that we can share information about approved happenings and activities in our community.](#)
- [Have ability to create alumni database for Science Hill on new website.](#)
- [Created Athletics website for Science Hill and Liberty Bell](#)

Measures:

- Annual performance evaluation of specialist with feedback from principals and communications advisory committee
- Number of businesses, annually, who visit schools
- Feedback from organizations regarding E-Newsletters

- Board minutes reflecting number of partnerships recognized
- Survey results of participants in JCS 101 course
- Record of contacts of businesses, agencies, and organizations
- Nominations and inductees to JCS Hall of Fame (JCS will be holding the second “Hall of Fame” induction ceremony in the near future.)
- Number of alumni who sign up to be included in Science Hill database.

5. Establish strong, positive partnerships between individual schools and families

Strategies:

- Host school-specific events that link practices between school and home (Schools have held several events including reading night, math night, technology, night, and STEM night.)
- Increase families’ participation on schools’ committees and advisory groups
- Preparing app to launch in 2021 that can send push notifications and has space for each school to provide information like calendar or important events.

Measures:

- Record of school-related events and families’ attendance
- List of school-based committees that include family participation
- Number of app downloads (for district and per school)

Key Result Area 5: Technology and Innovation

GOAL

Champion innovation and the effective use of technology

Current Status

Johnson City Schools has made great strides in educational technology over the past several years. All buildings now offer wireless access and the district has invested heavily in both training and technology acquisition. A “Personalized and Blended Learning Plan” was adopted by the Board in December, 2015, and serves as an evolving guide to the district’s instructional technology decisions. The Supervisor of Instructional Technology works alongside the Technology Coordinator to guide the district’s ongoing digital transformation. New funds for both professional learning, technology teacher leaders, digital curriculum, and technology have enabled the district to expand the number of classrooms where 1:1 devices are available. In addition, funds were allocated to provide more school site technology assistants.

Johnson City Schools continues to make great strides in technology as the “Digital Transformation” plan creates focus and drives our work in the area of digital learning. All buildings continue to offer wireless access and the district has adopted a three-year replace and refresh plan that has seen a 1:1 device situation for grades 2-12. Additionally, all teachers are provided a touchscreen laptop (replaced in 2020) to be used in their instruction and all students in grades 2-12 have access to their own take-home Chromebook. The Supervisor of Secondary and Instructional Technology works alongside the Technology Supervisor to ensure consistent implementation of the plan. New funds have enabled the district to launch and sustain a “Technology Teacher Leader” initiative to build capacity in our teachers to provide those teachers with tools, skills, and information to impact not only their own classrooms but the classrooms of their colleagues as well. Site technology assistants at each school site continue to provide responsive service to staff and students. Additionally, student technology support teams have been launched at Liberty Bell and Science Hill. The district also continues research and provide teachers with the most effective digital learning tools for use in the classroom.

Key Result Area 5: Objectives, Strategies, and Measures

1. Sustain current level of funding for technology while exploring other sources

Strategies:

- Prioritize ongoing funding in the regular budget for technology acquisition and replacement (specific yearly plan presented annually)
- Invite stakeholders (commissioners, parents, business and civic representatives) into schools to see our digital transformation in action
- Continue to partner with the Johnson City Schools Foundation to increase available funds for technology support
- Pursue funding partnerships with local agencies
- Identify and pursue grant resources
- E-Rate

Measures:

- Ongoing, dedicated technology funding sustained beginning with the 2017-2018 budget
- Digital transformation survey results (students, teachers, administrators, parents)
- Documentation of grant attempts
- Monitor donations from outside groups to support technology initiatives
- Federal e-rate funding monitored
- Bi-monthly update of the Blended Learning Plan presented to the Board of Education

2. Provide professional development with timely follow-up to teachers in the use, integration, and implementation of new technology practices

Strategies:

- Employ coaches who can serve as curriculum/ technology mentors and leaders
- Sustain and expand the Technology Teacher Leader Academy
- Differentiate training for groups of teachers (Special Education, ELL, PreK-2, CTE, related arts, etc.)
- Blended professional learning offered on-demand via Canvas
- Technology Academies for teachers (during school year and summer)
- Conference and Workshops—encourage our teachers to attend and present as well as utilize
- [Added STEM coach for K-12](#)
- [Redesigned tech coach position into an instructional design positions](#)

Measures:

- Technology-related PD surveys and attendance logs
- Documentation of effective use of technology by staff and students
- User reports from various district-provided resources
- Documentation from site-based technology meetings or leadership team meetings
- Technology Teacher Leader survey results
- Documentation of conferences/workshops and follow-up collaborative sharing

3. Support innovative curriculum approaches to integrating technology and utilizing effective digital solutions in teaching and learning

Strategies:

- ~~Move to digital, Open Educational Resources (OER) from traditional textbooks using Tennessee's #GoOpen initiative as our guide~~
- Continue collaboration among teachers in designing, identifying, vetting, and sharing digital resources
- Expand the use of our Learning Management Systems (LMS) [into all grade levels including Canvas primarily and Google Classroom and SeeSaw as supplemental choices](#)
- Develop and offer online courses via our LMS [including professional development and compliance courses](#)
- Initiate a STEAM presence in every school ([STEAM Bus, K-4](#))
- [Provide training to all teachers in digital components of newly adopted curriculum materials](#)
- [Research and adopt proven online platforms that are developmentally appropriate for skill support/development in grades K-12](#)
- ~~Ensure that our assessment preparation mirrors the soft skills needed for success~~
- Partner with other local districts in collaborative design of resources and training opportunities (Collaborative Educational Resources)
- [Developed extensive strategies for remote teaching through the Continuous Learning Plan \(CLP\)](#)
- [Explore and plan for the launch of a Johnson City Schools virtual school during the 2021-22 school year](#)

Measures:

- ~~Documentation of teacher participation in OER and #Go Open initiative~~
- Documentation of the number of staff and students utilizing Canvas
- Documentation of the number of students participating in online courses and receiving credit
- Documentation of training for instructional assistants who serve elementary students in lab environment
- STEAM plan development for district
- [Documentation of student skill acquisition in various online platforms to demonstrate positive mastery of skills](#)
- [Documentation of collaboration among districts \(Collaborative Educational Resources\)](#)
- [Documentation of enrollment requests in the virtual program as well as effective strategies from national trends](#)
- [Documentation of CLP goals](#)

4. Provide students increased access to technology with a goal of a 1:1 ratio to be utilized in learning

Strategies:

- Provide a high-quality device to all students in grades 2-12 to utilize at school to enrich their learning with a goal of a 4 year refresh period
- Provide all teachers with a portable device
- Ensure that a Digital Citizenship curriculum is delivered to all students
- ~~Provide students with digital skills, including keyboarding basics~~
- Pilot some small pockets of “take-home technology” and document results (take home in K-12)
- Continue to refine effective technology applications in grades PreK-2 (either in 1:1 or center-based approaches)
- Annual review of online subscriptions

Measures:

- Frequently measure the number of devices acquired vs. the number of students in grades 3-12
- Documentation of collaborative planning for equipment purchases (district and site-based)
- Documentation of “take-home technology” outcomes
- Documentation of Digital Citizenship curriculum development and delivery
- ~~Document proficiency of 4th grade digital skills an ISTE-based assessment prior to exiting the grade~~

5. Continue providing a progressive technology infrastructure and hardware/software systems with adequate tech support

Strategies:

- Improve wireless access in all schools to ensure coverage exists to handle 1:1 devices (some dead spots are reported in buildings across the district)
- Maintain funding for technology staff and infrastructure needs as outlined in the Technology Plan
- Expand staffing to provide full-time school-based technology assistant at each school site
- Provide ongoing training for our school-based technology assistants
- Pursue methods of lessening the “digital divide” for our students with no wireless access outside of school (hotspots provided during the 2020-21 school year from grant funding)
- Provide opportunities for parent access and training at school sites after school
- Consider moving to any hosted solution services for any software applications (email occurred in 2020-21)

Measures:

- Continual analysis of use/capacity of our networks
- Documentation of training for site-based technology assistants
- Quarterly update of the Blended Learning Plan presented to the Board of Education
- Documentation found within of the Work Order system of frequent issues that may determine policy changes and/or technology service approach
- Document student internet accessibility via survey
- Participation of parents in engagement activities