

CABELL COUNTY SCHOOLS STRATEGIC PLAN

2023 – 2028





CABELL COUNTY SCHOOLS

STRATEGIC PLAN

2023 – 2028



WELCOME

The Cabell County Schools Strategic Plan is the result of many months of careful work by dedicated teachers, administrators, students, parents, board of education members, business leaders, community members, and other valued district stakeholders. We have worked closely with our facilitating partner, Hanover Research, to collect extensive data and stakeholder input upon which we have developed a comprehensive, actionable plan. The Strategic Plan identifies the existing strengths of our students and their schools, and then sets a course for how we can build upon these strengths to further improve student outcomes over the next five years.

From the beginning, our team expressed a clear, unified desire to reach all students equitably through our improvement efforts. To help quickly identify differences in performance outcomes for students included in the district's racial, special needs, and economically disadvantaged subgroups, we developed an advanced, electronic "Equity Dashboard." This dashboard is designed to immediately alert teachers and administrators when students in these subgroups are underperforming their peers so that specific intervention strategies may be quickly implemented to address any academic, wellness, social or emotional needs that may be impacting their ultimate success.

At Cabell County Schools, we believe in the immense potential of each child. At every level of our school district, our shared desire is to provide each student with the quality instruction, care and support they need to safely grow, find success in school, graduate and prepare for their next chapter, whether that is entering the workforce, pursuing a career, further education, or military service. Here, with the full backing of what I believe to be the very best community in the nation, we encourage students to dream big and to be confident in themselves and their talents as they work to create the stories of their lives.

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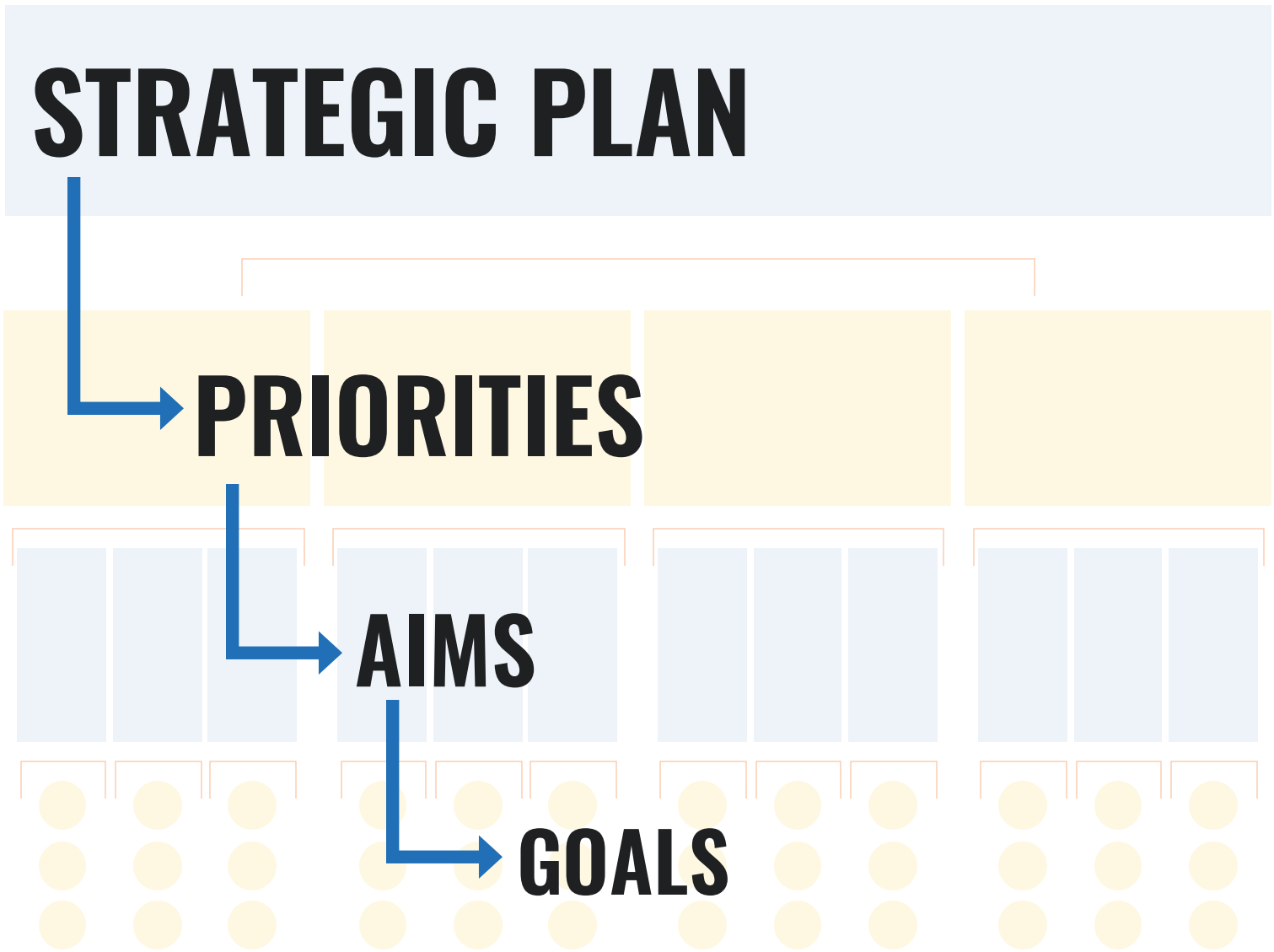
CABELL COUNTY SCHOOLS
CREATE YOUR STORY

THE STRATEGIC PLAN STRUCTURE

Cabell County Schools

Strategic plans are intended to guide the district from its current state to its ideal state. The process of developing a strategic plan includes aligning the district’s current and future initiatives and available resources with the priorities, aims, and goals that are of greatest interest and importance to the community. Each of a district’s strategic planning priorities should have aligned aims and goals.

Aims reflect the changes the district plans to achieve, while goals represent the measurable targets the district will use to determine progress towards each aim. Reaching an aim requires accomplishing the associated goals. This plan represents a roadmap for district leaders to achieve the Cabell County Schools Strategic Plan, using aims and goals to measure the district’s progress along the way.



THE STRATEGIC PLANNING PROCESS

Cabell County Schools

CCS's Strategic Plan reflects what we have heard about our community's hopes and needs. For the past year, CCS leaders actively reviewed district data and engaged in gathering feedback from community members to use while drafting the Strategic Plan. The timeline below outlines the three phases of this process:

PREPARATION SPRING 2022

During the winter and spring of 2022, CCS leaders worked together to ensure the district was prepared and organized to begin the strategic planning process. The district engaged in the following preparatory projects and initiatives:

BENCHMARKED PEER DISTRICT STRATEGIC PLANS



To gather an initial impression of the current landscape of strategic planning and KPIs, Hanover and CCS looked to peer districts.

LAUNCHED THE STRATEGIC PLAN DIAGNOSTIC SURVEY



The *Diagnostic Survey* collected feedback from all stakeholders on priorities and performance.

WORKSHOP #1



The Strategic Planning Committee participated in a workshop that focused on the district's mission, vision, and core values.

RESEARCH SUMMER 2022

During the spring and summer of 2022, CCS leaders, in coordination with Hanover Research, conducted the following research studies to learn more about the needs of our community, to understand our starting point, and to set a direction for the new strategic plan:

EQUITY SCORECARD DATA DASHBOARD PHASE 1



Phase 1 of the Equity Scorecard had CCS and Hanover examining district data to uncover any gaps or inequities across groups.

EQUITY SCORECARD DATA DASHBOARD PHASE 2



Phase 2 of the Equity Scorecard required a narrow focus on opportunity and outcome gaps across various student groups.

WORKSHOP #2



The Strategic Planning Committee participated in a workshop that focused on solidifying the district's 2022-27 priorities, aims, and goals.

DRAFTING FALL 2022 – SPRING 2023

With the preparation and the research complete, CCS and Hanover Research have been using the information that we have gained to prepare a comprehensive five-year Strategic Plan to take the district from its current state to the ideal state for the 2027 school year.

PREPARED AN INITIAL DRAFT OF THE 2022-27 CCS STRATEGIC PLAN



The Strategic Planning Committee convened to use the information gathered thus far to prepare a draft of the strategic plan using data-based decision-making.

WORKSHOP #3



The Strategic Planning Committee participated in a workshop that focused on building consensus and strategizing action steps that will help CCS succeed in meeting its priorities.

DISTRICT DATA REVIEW

Cabell County Schools

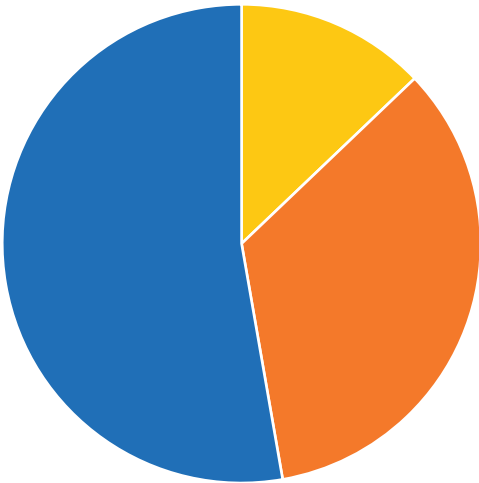
11,875

Total Student Enrollment

850

Classroom Teachers

Total Revenue By Source



FEDERAL
\$21,770,000

LOCAL
\$58,147,000

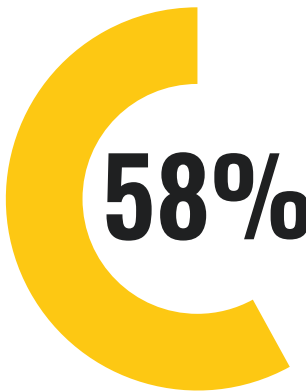
STATE
\$89,208,000



4-Year
Graduation Rate

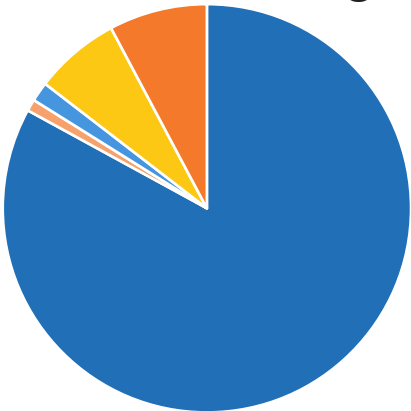


Students Receiving
Free Lunch/Breakfast



Teachers with a
Master's Degree Plus

Student Body Racial
Demographics



82% WHITE
8% MULTIRACIAL
7% BLACK
2% HISPANIC
1% ASIAN

19% Students in
Special
Education

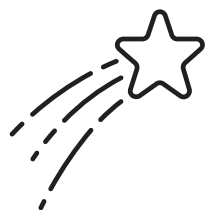
20% Students in
Poverty

1% English Language
Learners

VISION, MISSION, AND CORE VALUES

Cabell County Schools

VISION



ENGAGE ENCOURAGE EQUIP

Cabell County Schools is dedicated to ensuring that each graduate is college, career, or military ready.

MISSION



Cabell County Schools will deliver engaging, high-quality instruction to our students. We will strive to promote a sense of equality, belonging, and respect for all.

Meeting the social, emotional, and academic needs of our students will be at the center of all we do. We will invest in ongoing professional development of our staff.

CORE VALUES



GROWTH

We will progress toward realistic goals in areas including academics, social and emotional well-being, and professional development.



RESPECT

We will create a culture of respect, by letting employees and students know they are valued for their achievements, abilities, and qualities.



CARING COMMUNITY

We will collaborate with students, families, faculty/staff, and community partners to build an environment that supports every aspect of our students' physical, emotional, and educational needs.



BELONGING

We will strive to build an organization where all students, faculty, and staff feel valued.



INTEGRITY

We will be honest, doing what is right, and taking ownership of our decisions and actions.

OVERVIEW OF DISTRICT PRIORITIES

Cabell County Schools

Hanover identified five key priorities for Cabell based on data collection, including perception data from a stakeholder survey and results from an equity data dashboard examining academic and behavioral outcomes across student groups. Priorities, specifically, are the areas of policy or practice that a district wishes to focus on for change.



Deliver an Engaging Curriculum that Prepares Students for College and Career Success



Ensure a Safe and Supportive School Culture



Recruit and Retain High-Quality Teachers and Staff



Advance Equitable Opportunities and Outcomes



Use Data to Support Districtwide Continuous Improvement



KEY PRIORITY

DELIVER AN ENGAGING CURRICULUM
THAT PREPARES STUDENTS FOR COLLEGE
AND CAREER SUCCESS

KEY PRIORITY

DELIVER AN ENGAGING CURRICULUM THAT PREPARES STUDENTS FOR COLLEGE AND CAREER SUCCESS

AIM 1

Improve overall student performance in core subject areas by decreasing existing gaps

GOALS



By 2028, at least 80% of classroom observations will reflect the consistent use of research-based instructional strategies that support high quality student engagement that meets the needs of all learners.



By 2028, 100% of classroom instruction by educators will reflect consistent use of research or evidence-based instructional practices.



By 2028, 80% of instructional resources will reflect district adopted curriculum, to support individual growth for all subgroups.

ACTION STEPS



Revise walkthrough document to reflect engaging curriculum practices (WV-MTSS, evidenced-based instructional strategies).



Utilize weekly data reports to facilitate discussions between school administrators and school staff in support of continuous school improvement.



Conduct monthly professional learning sessions for principals to reflect on best practices using districtwide data.



Provide professional development to all PreK-12 educators on integration of ELA and mathematics within their contact discipline.



Each school will consistently conduct professional learning community (PLC) meetings to determine appropriate intervention strategies based on data.

KEY PRIORITY

DELIVER AN ENGAGING CURRICULUM THAT PREPARES STUDENTS FOR COLLEGE AND CAREER SUCCESS

AIM 2

Increase resources and opportunities for students who are interested in career or vocational/trade programs after high school

GOALS



By 2028, the district will expand availability of post-secondary opportunities by 10%.



By 2028, 93% of high school students will graduate in four years.

ACTION STEPS



Build capacity for student Career and Technical Education (CTE) experiences in the middle schools.



Provide summer CTE learning opportunities for elementary and middle school students.



Promote and celebrate career signing days for high school and adult students.



Review monthly data points with administration and counselors to monitor all student success indicators defined by WV Department of Education.



Review and update CTE programs to meet programmatic interest and business and industry needs.



KEY PRIORITY

ENSURE SAFE AND SUPPORTIVE SCHOOL
CULTURE

KEY PRIORITY

ENSURE SAFE AND SUPPORTIVE SCHOOL CULTURE

AIM 1

Increase authentic engagement with students, staff, families, community, and alumni

GOALS



By 2028, the number of students, teachers, administrators, staff, and community partners reporting satisfaction with open, honest, and proactive communication from (1) their school(s), (2) the school district, and (3) the Board will increase by 10% in each category.



By 2028, 100% of secondary schools will offer opportunities for students in athletics, culture, wellness, Career Technical Education (CTE), and Science, Technology, Engineering, Arts, and Math (STEAM).

ACTION STEPS



Administer benchmark communication survey measuring satisfaction with schools, the district, and Board of Education.



Develop communication plans at each level with goal of achieving 10% improvement over five years.



Repeat communication satisfaction survey at end of each school year to assess progress and revise communication plans as needed.



Create stakeholder focus groups to determine satisfaction and identify needs for existing or future secondary school programming.



Create a district website of existing extracurricular opportunities in athletics, arts, wellness, CTE, or STEAM by programmatic level.

KEY PRIORITY

ENSURE SAFE AND SUPPORTIVE SCHOOL CULTURE

AIM 2

Increase resources and access to social, emotional, and mental supports for all students, staff, and families

GOALS



By 2028, at least 80% of students, staff, and families from each population group will receive a directory of the related wellness resources and supports that the district and community provide.



By 2028, 100% of schools will have expanded access to resources such as counselors, social workers, and behavioral specialists to address the social, emotional, and mental health needs of students and staff.

ACTION STEPS



Examine current database of community connections to identify gaps in service and publicize on district website.



Intentionally seek out relationships and partnerships with local wellness organizations to fill identified gaps.



Create and disseminate digital and print resources to stakeholders.



Apply for grants to fund staffing and support these areas of needs.

KEY PRIORITY

ENSURE SAFE AND SUPPORTIVE SCHOOL CULTURE

AIM 3

Increase resources to address physical safety and accessibility for all students, staff, and community when onsite at school facilities

GOALS



By 2028, 100% of schools will have the resources and equipment necessary to maintain a safe physical environment, as feasible.

ACTION STEPS



Maintain ongoing safety/security audits as scheduled.



Follow up with any corrective action revealed through safety/security audits, as needed.



Create alignment of safety/security audit with Governor's School Safety Initiative.



Evaluate and consider emerging technologies for school safety.



Continue to ensure staff is adequately trained to de-escalate inappropriate behaviors and apply appropriate interventions.



KEY PRIORITY

RECRUIT AND RETAIN HIGH-QUALITY
TEACHERS AND STAFF

KEY PRIORITY

RECRUIT AND RETAIN HIGH-QUALITY TEACHERS AND STAFF

AIM 1

Increase
recruitment and
retention of high-
quality faculty and
staff

GOALS



By the 2023-2024 school year, the District will devise and implement a strategic recruitment and retention plan to attract and retain highly qualified and diverse staff.



By 2028, the district will see a 3% increase in highly qualified and diverse staff recruitment.

ACTION STEPS



Conduct benchmarking review of recruitment plans of similar districts.



Draft plan and share with internal and external stakeholders for feedback.



Present plan to Board for approval by August 15, 2023.



Participate in targeted job fairs that will broaden the candidate search for new applicants.



Increase exposure of job postings on social media by purchasing advertisements.



Utilize the GROW program for alternative certification options.



Continue to evaluate compensation to ensure competitiveness with other counties.



Find new ways to celebrate teacher success.

KEY PRIORITY

RECRUIT AND RETAIN HIGH-QUALITY TEACHERS AND STAFF

AIM 2

Improve professional development programs and pathways to increase staff capacity

GOALS



By 2028, 100% of service staff members will have access to individualized and differentiated professional learning pathways.



By 2028, 100% of professional staff members will have access to individualized and differentiated professional learning pathways.

ACTION STEPS



Conduct monthly training sessions with new teachers, aides, and ECCATS.



All new teachers will participate in the Cabell County Teacher Induction Program (TIP).



Support teachers applying for, or renewing, National Board Certification.



Evaluate staff development sessions to determine effectiveness and impact to determine changes, as necessary.

KEY PRIORITY

RECRUIT AND RETAIN HIGH-QUALITY TEACHERS AND STAFF

AIM 3

Increase resources and access to wellness supports for all staff

GOALS



By 2028, the district will implement a structured wellness program for all employees that will include in-district services, local supports, and referred mental health resources.

ACTION STEPS



Implement an after-hours mental health resource for all district staff.



Utilize school wellness coordinators to organize staff wellness opportunities.



Offer a district-sponsored Employee Assistance Program (EAP).



KEY PRIORITY

ADVANCE EQUITABLE OPPORTUNITIES
AND OUTCOMES

KEY PRIORITY

ADVANCE EQUITABLE OPPORTUNITIES AND OUTCOMES

AIM 1

Reduce gaps in success outcomes and risk indicators among students and all underrepresented or marginalized subgroups

GOALS



By 2028, all student subgroups will see a 5% annual increase in proficiency on the state assessment.



By 2028, all student subgroups will see a 10% decrease in out of school suspensions.

ACTION STEPS



Create an action plan to help underperforming students, which will be developed and monitored by executive directors, Special Education director, and school-level administration team.



Conduct regular meetings with the building level administration team to review data that determines targeted interventions to reduce discipline.



Implement research-based strategies to reduce of out-of-school suspensions.



KEY PRIORITY

ADVANCE EQUITABLE OPPORTUNITIES AND OUTCOMES

AIM 2

Increase advanced course enrollment among historically underrepresented populations

GOALS



By 2028, all families of eligible students will have clear access to information about advanced course opportunities, enrollment procedures, and potential outcomes.



By 2028, there will be a 10% increase in advanced course enrollment among all subgroups.

ACTION STEPS



Determine all eligible students utilizing the Advanced Placement (AP) Potential data.



Form school leadership teams that will develop action plans aimed at enlisting students, establishing accountability, and evaluating success.



Utilizing Personalized Education Plans (PEP), schools will develop a plan that engages families by creating a better understanding of all offerings and option pathways.



KEY PRIORITY

USE DATA TO SUPPORT DISTRICTWIDE
CONTINUOUS IMPROVEMENT



KEY PRIORITY

USE DATA TO SUPPORT DISTRICTWIDE CONTINUOUS IMPROVEMENT

AIM 1

Utilize effective data collection and analysis to drive staffing plans, annual budgets, and program innovations

GOALS



By 2028, the district will create a data collection system for key performance indicators and track data to understand trends and performance across the system.



By 2028, the district will train at least 90% of all instructional staff on data literacy and how to use data effectively to plan instruction.



By 2028, 100% of community stakeholders will receive an update of progress made toward reaching the district's strategic plan goals.

ACTION STEPS



Monitor schools from the district level using walkthroughs to demonstrate effective PLCs.



Evaluate attendance and behavior for chronically absent and out of school suspension.



Monitor administrative walkthroughs and school-based data reports for the implementation of continuous improvement.



Monitor implementation of Smarter goals in PLCs using professional development provided for school-based, teacher goals.



KEY PRIORITY

USE DATA TO SUPPORT DISTRICTWIDE CONTINUOUS IMPROVEMENT

AIM 2

Ensure strategic priorities are driving our investments

GOALS



By 2028, all district investments will be explicitly aligned to strategic priorities and goals.



By 2028, all district processes and workflows will include quality assurance and financial efficiency measures.

ACTION STEPS



Evaluate district investments annually.

COMPREHENSIVE EDUCATIONAL FACILITIES PLAN (CEFP)

Cabell County Schools

West Virginia Code §18-9D-2 and WVBE Policy 6200 require each county board, the Multi-County Vocational Centers (MCVC), and the WV Schools for the Deaf & the Blind (WVSDB) to update their Comprehensive Educational Facilities Plan (CEFP) annually.

The Cabell County Schools CEFP kicked-off on September 26, 2019 with an Educational Futures Conference. The purpose of this Educational Futures Conference was to collect feedback from the community regarding the future of education in Cabell County. Items discussed included emerging trends, technology, and facility needs. Cabell County Schools engaged with approximately 150 community members, business leaders, staff, parents, students, school administration, district administration and board members.

The CEFP process was divided into six separate steps as presented in the graphic below, with a steering committee conducting regular meetings along the way.



Priority	Facility Name	Brief Project Name	Budgeted or actual cost if the project is completed.	Funding Source (SBA, Local, Federal)	Status Completed or Anticipated Completion Year
1	Davis Creek Elementary	New School	16,896,000	Bond	2024
2	Hite Saunders Elementary	Renovation	2,236,000	Bond	2023
3	Meadows Elementary	New School	16,999,000	Bond/SBA Needs	2024
4	Milton Elementary	New School	20,071,000	Bond/Gen. Fund	2024
5	Cabell Midland High	Safe School Entrances	3,220,000	Bond	2023
6	Huntington High	Safe School Entrances	3,220,000	Bond	2023
7	Cabell County Career Tech	Renovation/New School	41,486,000	Bond	2024
8	Altizer Elementary	Renovation	3,082,040	Local/SBA MIP	2024
9	Ona Elementary	New School	13,557,120	Local/SBA Needs	2026

COMPREHENSIVE EDUCATIONAL FACILITIES PLAN (CEFP)

Cabell County Schools

10	Nichols Elementary	Renovation	3,072,000	Bond	2023
11	Huntington East Middle	Shared Football Field	2,250,000	Local	2027
12	Huntington Middle	Shared Football Field	2,250,000	Local	2027
13	Cabell Midland High	Auditorium Upgrades	4,800,000	Local	2027
14	Huntington High	Auditorium Upgrades	4,800,000	Local	2027
15	Cabell Midland High	Media Center Upgrades	158,251	Local	Completed
16	Huntington High	Media Center Upgrades	154,394	Local	Completed
17	Central City Elementary	HVAC Upgrades	2,227,880	Local/SBA MIP	2030
18	Cox Landing Elementary	New School	11,600,000	Local/SBA Needs	2030
19	Culloden Elementary	HVAC Upgrades	1,614,160	Local/MIP	2030
20	Guyandotte Elementary	HVAC Upgrades	1,503,280	Local/MIP	2030
21	Martha Elementary	HVAC Upgrades	2,069,640	Local/MIP	2030
22	Salt Rock Elementary	HVAC Upgrades	2,603,450	Local/MIP	2030
23	Southside Elementary	HVAC Upgrades	2,084,840	Local/MIP	2030
24	Spring Hill Elementary	HVAC Upgrades	2,249,080	Local/MIP	2030
25	Village of Barbourville Elementary	HVAC	2,556,280	Local/MIP	2030
26	Barbourville Middle	HVAC Upgrades	4,381,120	Local/SBA Needs	2030
27	Milton Middle	HVAC Upgrades	3,355,030	Local/MIP	2030
28	Cabell Midland High	HVAC Upgrades	11,448,320	Local/Needs	2030
29	Cabell Midland High	Cafeteria/Kitchen Upgrades	2,000,000	Local	2030
30	Cabell Midland High	Restroom Upgrades	2,000,000	Local	2023
31	Cabell Midland High	Additional CTE Spaces	2,000,000	Local	2030
32	Huntington High	HVAC Upgrades	10,576,360	Local/Needs	2030
33	Huntington High	Cafeteria/Kitchen Upgrades	2,000,000	Local	2030
34	Huntington High	Restroom Upgrades	2,000,000	Local	2023
35	Huntington High	Additional CTE Spaces	2,000,000	Local	2030

The completion of the Cabell County Schools' Comprehensive Educational Facilities Plan (CEFP) in the spring of 2020 marked a significant milestone. The plan was developed with input from numerous stakeholders across the school district. In addition to a stakeholder steering committee, regional meetings and an Educational Futures Conference were held to gather input and establish priorities for facility improvements. Since then, the District has been diligently working to address the identified items in the plan.

The bond approved by Cabell County voters in 2020 has been instrumental in driving substantial progress on many prioritized projects. Currently, the following initiatives are already underway: the construction of a new Davis Creek Elementary, the construction of a new Milton Elementary, the renovation of Hite-Saunders Elementary, Nichols Elementary, Cabell Midland, and Huntington High School. Moreover, construction for a new Meadows Elementary is expected to commence by mid-August 2023 and the development of a new Cabell County Career and Technology Center, named the Woody Williams Center for Advanced Learning and Careers, is anticipated to begin by mid-September 2023. It is worth noting that all these projects are part of the bond initiatives, with a significant portion of the funding for Meadows Elementary being provided by the School Building Authority.

In addition to the bond projects, the District is actively addressing the needs of Altizer Elementary through a comprehensive renovation project. This project includes the installation of new windows, a roof, heating and air conditioning systems, lighting, flooring, and the creation of two offices. Additionally, two new classrooms will replace the modular classrooms situated outside the school. These endeavors exemplify the District's unwavering commitment to enhancing educational environments and providing improved facilities for our students and staff.

ACKNOWLEDGEMENTS

Strategic Planning Committee Participants

We'd like to thank the following individuals who provided their time and input in developing the five-year strategic plan for Cabell County Schools.

Dr. Ryan Saxe
Tim Hardesty
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Superintendent's Service Personnel Advisory Committee

We'd like to thank the following individuals who provided their time and input in developing the five-year strategic plan for Cabell County Schools.

Alex Rakes
Carol Hall
Kayla Barnett
Kelli Collins
Kristal Goodpaster
Lisa Tolbert
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Paul Miller
Peggy Barebo
Roger Riggs
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Superintendent's Professional Personnel Advisory Committee

We'd like to thank the following individuals who provided their time and input in developing the five-year strategic plan for Cabell County Schools.

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CABELL COUNTY SCHOOLS
CREATE YOUR STORY