
STRATEGIC PLAN {2019-2024}

LAWTON CHILES HIGH SCHOOL

A MESSAGE FROM OUR PRINCIPAL

Dear Friends:

The Strategic Plan is designed to define our school community's mission and goals and to engage, inspire, and provide focus for us as we move forward over the next five years.

Our first priority, of course, is maintaining our "A" grade status in the state accountability system. In maintaining, reforming and excelling as a school over that time, we will continue to develop programs to support our students that are achieving in the bottom quartile (lowest 25%).

In addition, we will continue to develop alternative programs and supports for our at-risk students to increase and maintain our graduation rate. Graduating students is an essential function of any high school and we will work to support, monitor and intervene as needed to support our students.

We will also look for ways to promote and encourage Advanced Placement participation from underrepresented populations, while incorporating business and industry certifications that produce ready-to-work students.

Lastly, we will continue to bolster our K-12 relationships from our feeder schools to ensure parents that students will have the best opportunities to be successful in life.

I look forward to working closely with you on these endeavors.

All the best,

JOSEPH L. BURGESS, Principal

A HISTORY OF OUR SCHOOL

Lawton Chiles High School opened its doors in August 1999, welcoming 767 freshman and sophomore students from Leon County's northeast region. By the time the first senior class graduated in May of 2002, the school's population was just over 1,600 students. Our current enrollment is just over 2,000 students who are taught by approximately 100 dedicated and highly skilled educators.

Since its beginning, Chiles High School has boasted a strong academic curriculum consisting of honors and Advanced Placement courses, as well as vocational programs. FCAT data from the school's second year placed CHS in the top three percent of all Florida public schools, and standardized test results consistently reflect above-average ability in our students. Chiles High School has been awarded an "A" grade for the last ten years in a row, and it was ranked as one of the best high schools in Florida graded in the state of Florida (based on school grades data from DOE).

In addition to its outstanding academic offerings, Chiles High School has an extensive list of extracurricular activities. The nearly 27 athletic groups include football, basketball, soccer, track and field, lacrosse, flag football, swimming, dance and cheerleading. CHS offers a variety of both academic and community-oriented such as: National Honor Society, Mu Alpha Theta, English National Honor Society, National Art Honor Society, Junior Classical League, Spanish National Honor Society, French National Honor Society, Science National Honor Society, Mock Trial, Psychology Club, Brain Bowl, STAND, International Thespian Society, Chorus, Band and Wolfcenter. Community-oriented clubs include Anchor, Key, Green Team, Human Relations, Big Bad Wolves and Little Red Riding Hoods, PALS, FCA and Breast Cancer Awareness.

The school's website (<https://www.leonschools.net/chiles>) has up-to-date information regarding curriculum, faculty and staff contact information, and extracurricular activities. Stakeholders are encouraged to join the school's ListServe and Social Media Pages on Facebook, Instagram, and Twitter for regular communication about the school. In addition, the website contains easy access to the most current version of the School Improvement Plan, and it provides a link to the Parent Teacher Organization (PTO), as well.

ADMINISTRATION

Principal:	Joseph L. Burgess
Assistant Principal, Curriculum:	Calli Pickens
Assistant Principal, Attendance:	Jeffrey Lightfoot
Assistant Principal, Discipline:	John P. Swope
Athletic Director:	Mike Eto
Dean of Students:	Grace Bigelow
Resource Officer:	Dep. Paul Emmons
Testing Coordinator:	Aaron Clark

SCHOOL MOTTO

In the fall of 2001, the stakeholders of Lawton Chiles High School defined the school's mission statement as “building a tradition of excellence by providing an environment where students are challenged to be active learners, leaders, achievers and contributors within a global community.” From that, the school's motto was born: *Cognosco; Duco; Perficio*, which is translated, “I learn; I lead; I achieve”.



The structure and curriculum of Chiles High School is based upon many strong beliefs. Among the top principles are those that are paramount to student success. They are as follows:

- Education is a life-long process.
- Students maximize performance by developing self-discipline, effective critical thinking, and academic and leadership skills.
- Diversity can enhance students' understanding of all people and cultures.
- Students should be active learners and have ownership of their learning.

Data suggests that in order to successfully enter the workforce, students must possess the attributes of good communication and interpersonal relationship skills, time-management, problem solving, personal accountability and ethical behavior, computer literacy and adaptability. At Chiles High School, we are dedicated to helping students develop these skills as we prepare them for life after high school, in both college and career.

STRATEGIC GOALS

Lawton Chiles High School will continue to provide its students with an exceptional education designed to provide the foundation on which they can succeed in a modern, tech-savvy world. Chiles will also continue to provide its faculty and staff with the resources needed to inspire and promote an environment that values life-long learning. The school will use innovative strategies for student success at the highest levels. In so doing, Chiles will maintain its position as an academic leader in both Leon County and the State of Florida.

Chiles will:

- Maintain an “A” grade in the state accountability system
- Align instruction to the Florida State Standards
- Develop programs to support our bottom quartile students
- Increase the graduation rate through rigorous and supportive targeted programs
- Increase Advanced Placement participation by under-represented populations
- Increase business and industry certifications which produce work-force ready individuals
- Provide access to technologies to support learning and instruction in the 21st century
- Strengthen K-12 relationships with our feeder schools

These goals will be reached by addressing the following areas:

- I. Student Performance
- II. Providing Safe and Clean Facilities
- III. Providing Quality Resources
- IV. Incorporating Creativity
- V. Building an Engaged Community

I. STUDENT PERFORMANCE

Student performance is the ultimate goal of any school and can be measured in a variety of ways. For Lawton Chiles High School, it is our mission to prepare students to become responsible, respectful independent learners equipped with the critical thinking skills necessary to compete in our global society. Student performance is a necessary tenant in order to accomplish our vision and mission.

Chiles High School ensures that our vision and mission guide student performance through a communication plan and through ongoing evaluations and through both teacher-created and district developed assessments. Provided here is a summary of some of the ways that Chiles High School prioritizes student performance through curriculum development, teaching, monitoring and assessment.

Goals & Current Status

Lawton Chiles High School has defined the following goals related to the pillar Student Achievement:

- Improve student achievement
- Prepare students for college or career
- Close the achievement gap among subgroups of students

- Provide educational choice to meet the diverse needs of students
- Increase the Chiles High School graduation rate

Currently, Chiles High School utilizes a variety of resources to monitor student performance and to plan to meet the five pillars of student achievement.

Chiles High School's improvement plan is aligned to the district's vision and expectations for student learning. The district ensures this by maintaining a current policy on school improvement. A School Improvement web site is utilized to provide ongoing technical assistance and an archive of prior activity. The School Board approves School Improvement Plans and results on an annual basis. The School Improvement Central Council is involved in the annual review of Improvement Plans and results. School Improvement training and technical assistance is provided annually and additionally as needed. The District Intervention and Assistance Committee provides for additional technical assistance and resources, when needed.

For additional support, the district created a curriculum leadership team, including the Superintendent, the Assistant Superintendent of Teaching and Learning, general and special education leaders, curriculum specialists, behavior specialists, student services personnel, human resources and professional development leaders, as well as specialists of various areas such as assessment, English Language Learners, and gifted learners. The ongoing purpose of this team is to develop, support, and facilitate the implementation of policies and procedures that guide school-based teams with direct support systems for each school principal, and to plan for systems of change toward problem solving and Response to Instruction/Intervention (RtI). This team also works with identified schools to ensure that each is fully staffed by the first day of school, including reading coaches, math coaches, and science coaches as appropriate. The team also works with the school's professional learning communities and lesson study groups to analyze data and utilize monitoring tools.

The School Advisory Council assists in the development of the School Improvement Plan, which is implemented by Chiles High School administrators and faculty. The school advisory council reviews school performance data, determines causes of low performance, and advises the school on its School Improvement Plan. Chiles High School completes a mid-year report to analyze progress and identify strategies for student intervention from the baseline to mid-year assessment.

For day-to-day monitoring used in analysis, intervention and planning, Chiles High School currently uses various resources to monitor and assess student performance, including:

- **Progress Monitoring:** Academic progress of all students is monitored on a regular basis using multiple measures such as: teacher created tests, district developed assessments, the state's achievement tests. Other routine standards-based monitoring tools and instruments are specified for Reading, Math, Writing, Science and Social Studies. Chiles High School considers progress monitoring and differentiated instruction as integral to one another. Differentiated instruction ensures success of all students including those performing above grade-level. Instructional strategies are based on the results of progress monitoring. If a student is not making progress, interventions will be put in place.
- **Summative Assessment:** Summative assessment instruments are specified for

Reading, Math, Writing, Science and Social Studies as indicated in the Chiles High School Testing Calendar. Summative assessments include FSA reading, writing, and math, and End of Course Assessments in Algebra, Biology, and US History, as well as the PERT, PSAT, SAT, ACT, and Advanced Placement exams.

Chiles High School also recognizes the importance of identifying students at risk of dropping out or falling behind their graduation cohort. Closing the achievement gap and increasing the graduation rate are two very important goals. To plan for this, Intervention Assistance Teams, consisting of Chiles High School and district personnel, meet on a regular basis to review student data and information and to suggest possible appropriate interventions available. Differentiated instruction and intensive intervention in classrooms is available to support student learning. These programs include, but are not limited to:

- Before, during and after school tutoring exists at Chiles High School, to provide interventions for students.
- Reading and math intensive courses are offered at Chiles High School for students in need of intervention and remediation in those subject areas.
- Grade and Credit Recovery Programs are offered at Chiles High School for students who have previously failed a class.
- Gifted, ESE and ELL are monitored in their core academic classes.
- Academic extracurricular activities tie student interests to school events and groups.

Chiles High School is committed to an educational program that recognizes the unique value, needs, and talents of each student. Instructional programs for the gifted are an integral part of that commitment. The learning environment is flexible, has variety and provides varied resources. Content offers a variety of challenges. There are many opportunities for creativity and problem solving through project based assessment. Instruction is based on the discovery and inductive learning techniques that students can apply to the real world. Higher level thinking takes place in the classroom through specific questioning strategies employed by the teacher. There is a referral coordinator at the district level.

The Exceptional Student Education Program offers specialized curriculum as well as access to general education curriculum and intervention programs. District ESE personnel work alongside Chiles High School personnel to provide training and assistance in meeting individual needs of students. The district has provided training and support to teachers for understanding and implementation of the ESE Access Points to the Florida State Standards. The District ESE Department Program Specialists provides additional support to teachers, students and parents by developing individualized educational plans that detail the specific needs and accommodations of each student. The district uses a variety of service-delivery models for students with disabilities, including the following: (1) inclusion (2) co-teaching (3) support-facilitation (4) resource (5) full-time (6) self-contained. There is a referral coordinator at the district level.

The district's ELL (English Language Learners) Program provides instructional support in language development, academic achievement and cultural assimilation for students with various levels of English proficiency. ELL services are provided in regular programs as well as at ELL center schools. Students qualify for services by taking the *CELLA* Assessment for English Language Learners. There is a referral coordinator at the district level.

Alignment of All Pillars

Student performance is dependent upon the other three pillars defined in the strategic plan, all of which are necessary to achieve high student performance. Students cannot succeed without a safe environment to learn in, the best teachers and resources available to them, and the support of their parents and community. Community engagement both within the school as well as throughout the community reinforces the efforts of the Chiles High School and the achievements of all students.

The Florida State Standards, the AdvancEd standards and federal guidelines pursuant to the *Every Student Succeeds Act* (ESSA) all include various measures of student performance. In defining the goals and measures of student performance, all of these standards have been included. The Florida State Standards include specific goals to strengthen foundation skills, to improve college and career readiness, to expand opportunities for postsecondary and to improve K-12 education choice. All of these goals are reflected in the goals of the Chiles High School strategic plan pillar on student performance and goals that are more specific can be found in the school improvement plan. The Chiles High School improvement plans include several components of student performance, which are captured within the goals and implementation plan of this pillar, including academic performance of feeder schools, data disaggregation, student retention rates, school grades, AYP, and FSA and EOCA scores.

In developing this first pillar of the strategic plan, an assessment of current data, programs and practices determines that in order to fulfill our vision and mission, Chiles High School should focus on five primary areas: improving student achievement; closing the achievement gap among subgroups of students; providing educational choices for all students; preparing students for college or career; and increasing or maintaining the graduation rate.

GOAL: Improve Individual Student Performance

Actions: Chiles High School will:

- Provide guidance and support to low-performing students.
- Expand the use of progress monitoring tools to monitor the individual and aggregate progress of students in the core subject areas.
- Provide diagnostic assessments that can determine student needs and to determine which interventions would lead to success.
- Continue the use of summative assessments to monitor student performance.
- Offer tutoring services as appropriate.

GOAL: Prepare Students for College and/or Career

Actions: Chiles High School will:

- Communicate information through multiple mediums
- Provide guidance counseling that informs students of all possible college and career options.
- Provide honors, Advanced Placement and Dual Enrollment programs and courses.
- Support workforce development for students through course offerings in our Applied Technology Department, such as: criminology, culinary arts, computer programming, etc.

- Build stronger coalitions with local and statewide higher education institutions, the chamber of commerce and workforce development agencies to better meet the needs of students.

GOAL: Close the Achievement Gap among Subgroups of Students

Actions: Chiles High School will:

- Identify students who may be in danger of dropping out and provide effective interventions.
- Support and expand initiatives that identify subgroups at Chiles High School that need extra support, mentoring and academic assistance.
- Offer flexible scheduling alternatives that include 6th and 7th Period remedial course offerings.
- Offer ACE After/Summer School Remedial Program.
- Work with Leon County Virtual School and Florida Virtual School to find placements for our students.
- Work with Success Academy, as a sister school, to support instruction of students who may be over-age or behind in credits as research shows that students who take more than four years to graduate are more likely to dropout.
- Identify underrepresented students that have the potential but may not be on the college preparatory track and provide assistance, mentoring and instructional strategies.

GOAL: Provide Educational Choice to Meet the Diverse Needs of Students

Actions: Chiles High School will:

- Conduct annual evaluations of each program considering the quality of instruction offered as well as the number of students enrolled and school capacity.
- Continue to provide a variety of choice programs at Chiles High School.
- Offer flexible scheduling alternatives that include 6th and 7th Period remedial course offerings.
- Offer ACE After/Summer School Remedial Program.
- Work with Leon County Virtual School and Florida Virtual School to find placements for our students.
- Work with Success Academy, as a sister school, to support instruction of students who may be over-age or behind in credits as research shows that students who take more than four years to graduate are more likely to dropout.

GOAL: Increasing or Maintaining the Graduation Rate

Actions: Chiles High School will:

- Offer flexible scheduling alternatives that include 6th and 7th Period remedial course offerings.
- Perform junior records checks in the spring of students' 11th grade.
- Offer counseling services throughout students' senior year.
- Meet with students/parents/teachers as necessary and ask administration to intervene, as needed.

- Offer testing skills support course.
- Register students for the PERT, SAT, or ACT extended time assessments, for students who struggle to pass the FSA, as a means of finding a differentiated platform to secure a high school diploma.

II. PROVIDE SAFE AND CLEAN FACILITIES

It is imperative that Lawton Chiles High School meet the fundamental needs of our students in order for them to learn and achieve. It is this school's mission to provide an engaging, safe and respectful learning environment that embraces change and produces successful learners who value diversity and are conscientious contributors to our society. The physical facilities and school property will be maintained in order to provide a safe and healthy campus for students, guests, and employees.

Goals and Current Status

Core to this, is an environment that is safe; an environment where students feel protected and comfortable. Essential to this pillar are four distinct goals: provide a safe school and work environment; ensure our school and activities are free of weapons and drugs; reduce student suspensions; and be prepared for crises. These are the required elements to maximize student learning.

A. Safe School and Work Environment

Chiles High School ensures that it maintains its facilities and provides a safe and healthy environment in numerous ways. The Leon County Schools Districts Environmental Health and Safety section, under the Maintenance Department, promotes a safe and healthy environment for all of our students and employees. The school ensures that the State Requirements for Educational Facilities are met and that every building on each site within its jurisdiction receives an annual comprehensive sanitation and casualty safety inspection conducted by a certified inspector. All reports are kept on file in the school's offices. In addition, Leon County Schools and the Leon County Fire Marshal inspect Chiles High School during the school year.

Lawton Chiles High School recognizes the importance of providing a safe work environment free from recognized and preventable hazards, and the importance of providing training to employee's whose job-specific functions have the potential to become hazardous or are known to be hazardous. The objective of safety training is to educate the schools community in best practices for recognition of potential work hazards, methods for prevention and/or protection from injury while performing job-specific duties, and responsible environmental stewardship. Leon County Schools maintains applicable training regulations, associated training topics, and required frequency of training. Each of these regulations has unique requirements for development and implementation of procedures, training of employees, and recordkeeping. Leon County Schools assists departments with identifying employees who need initial training as well as intermittent follow-up training.

Lawton Chiles High School ensures the safety of students, guests and employees and assures that the workplace and equipment used by employees are kept in compliance in order to prevent injuries, maintain production, and meet environmental compliances by providing on-going training as it relates to OSHA regulations. Training consists of vendor and manufacturer conducted trainings, as well as continuous in-house training and review. Policies and procedures are clearly communicated in the

Lawton Chiles Employee Handbook that inform and require employees to comply with OSHA regulations.

B. Provide Campus and Activities Free of Drugs and Weapons

For the past several years, Leon County Schools has focused on providing a safe learning environment for students and has been very successful. The district has been awarded a Safe and Drug Free Schools Grant that provides funding to continue to support the Superintendent's priority of safety and security at all schools. Chiles High School has a Safe and Drug Free schools coordinator for activities and information. Various types of trainings are provided annually for administrators and staff, such as I-Safe training (Internet Security) and general building safety. The Raptor program is operational at Chiles and screens all non-employee visitors who come on our campus. In cooperation with the Leon County Sheriff's Department, the School Resource Deputy program has been provided invaluable assistance in the area of safety and security. The Drive to Save Lives program has been implemented in partnership with Students against Destructive Decisions to provide education for students on the dangers of texting and driving and driving while impaired. These programs are in use nationally and feedback from parents and students is positive.

C. Crises Preparation

Leon County Schools has annually updated the Crisis Response Manual and Quick Reference manual that is an all hazards approach and is National Incident Management System (NIMS) compliant. Schools, classrooms and worksites develop specific Crisis Response Manuals. Lawton Chiles High School has a specific response plan with respect to evacuation, lockdowns, and shelters. Aerial photos and expanded information on campus is also included. Law Enforcement and Fire officials are provided copies of these plans. Chiles High School assigns key personnel to positions identified in the Crisis Response Plan. Training is conducted, refresher training is provided as needed and drills are performed throughout the school year. The school has specific Bomb Threat Procedure with information to aid in the investigative process and life safety. Administrators and Crisis Team Members receive FEMA Certification related to NIMS and Incident Command training, which meets Homeland Security requirements. The Chile High School security plan requests that students and staff are vigilant in securing the campus. We have invested in the Anonymous Alerts system which is an app that allows students and employees to communicate through a third party entity for quick and efficient reporting thereby empowering all members of our campus to support school safety. Other activities Lawton Chiles High School has implemented in the last two years to ensure student safety include:

- Full scale exercises and drills every month.
- FEMA/Crisis Response Plan training for supervisors.
- ISafe internet safety training – Nationally recognized training on internet/network safety is provided to various employees, instructional and non-instructional.
- Fingerprint/background check system – LCS has a 3 Live Scan fingerprint machines and transmits directly with FDLE/FBI. All employees, vendors, mentors and select volunteers receive Level II checks and their records are maintained.
- Live Scan/Vistrak system – LCS has a tracking database that records all level II screened individuals. Vistrak issues professional badges and has the capability to sign-in sign-out individuals based on biometrics (fingerprint).

- Raptor visitor access system – Chiles High School has a Raptor visitor control system that checks against state and national sex offender/predator databases. This system sends alerts to law enforcement and administrators when suspected offenders are identified as attempting to enter school property.
- Emergency notification system – Chiles has a multi-faceted communication system (FOCUS communicator, phone, e-mail, and Anonymous Alerts) that can mass notify parents and other stakeholders regarding school emergency as well as non-emergency information such as absences, lunch balances etc.
- Building access control system – Chiles has access control systems recording user entries. This system can also open and secure remotely and rescind access without the use of a common key.
- SRO program – LCS has a long standing professional School Resource Deputy (SRD) Program. Twenty deputies and supervisory staff each secondary school and provide a number of prevention programs to the District. Additionally SRD's work extracurricular activities and serve as role models for students.

D. Reduce Student Suspensions

Lawton Chiles High School has made it a priority to reduce student suspensions and disciplinary actions. It is our goal to focus on identifying students at risk or with behavioral problems as soon as possible in order to provide guidance and interventions that will allow all students to be safe and to achieve academically. In recent years the school has focused on two primary approaches. The first is collecting data in order to identify students in need and areas that need improvement on the campus such as extra monitoring in the cafeteria. Integral to this has been ownership by schools of the SESIR reported data and quality checks on this data. Second, Chiles has developed an intervention team to review serious behavioral issues that may arise to the level of suspension and determine whether students' needs may be best met with an alternative program and student supports. Employees may refer students to the office if there are concerns using the FOCUS SMS system.

Alignment of All Pillars

Providing a safe environment is a central part of meeting the school's vision and mission and is the foundation required for student achievement and progress. It is necessary to meet all of the other pillars that are part of this strategic plan.

Providing a safe environment is part of the District's past strategic plan, part of the school board's priorities, and has also been a focus in each schools improvement plan as well as the Florida State Statutes.

Goals and Objectives

In developing this second pillar of the strategic plan and assessment of current data, programs and practices determine that Lawton Chiles High School should focus on four primary goals.

GOAL: Provide Safe School and Work Environments

Actions: Chiles High School will:

- Increase schools perimeter security.

- Utilize/enhance school security camera systems to increase perimeter security and deter crime.
- Utilization of the 24-hour school safety center to monitor school security systems and coordinate emergency and security responses.
- Reduce the number of student incidents on school busses.
- Provide access to the Anonymous Alerts reporting system.
- Monitor busses to control incidents and evaluate driver performance.
- Communicate with students/staff through assemblies, homeroom periods, morning/lunch/afternoon announcements.
- Offering student support services through New Horizons and the Chiles Ambassadors programs.

GOAL: Ensure Schools and Activities are Free of Weapons and Drugs

Actions: Chiles High School will:

- Coordinate with the School Resource Officer.
- Provide access to the Anonymous Alerts reporting system.
- Utilize restorative justice practices by accommodating the needs of ESE students through the disciplinary process.
- Develop projects and coalitions to support efforts to maintain weapon and drug free schools.
- Publicize and enforce weapon and drug free school zones.

GOAL: Be Prepared for Crises

Action: Chiles High School will:

- Maintain crisis response manuals at school, worksite and classroom that are national Incident Management System compliant. Trainings and drills will continue to be conducted regularly.
- Administrators and crisis team members receive FEMA certification related to NIMS and incident command training that meets Homeland Security Presidential certifications.

GOAL: Reduce Student Suspensions

Actions: Chiles High School will:

- Increase administrative monitoring and ownership of School Environmental Safety Incident Reports (SESIR).
- Report quarterly SRO activity related to alternatives to arrests and suspension.
- Implement DJJ and DOE training related to suspensions and expulsion with attention to Zero Tolerance and disproportionate representation.
- Provide a mechanism for schools to document and track student referrals in order to identify students who need support or areas of weakness for the school.

III. PROVIDE QUALITY RESOURCES

Providing quality resources is essential to achieving high student performance. This includes our administrators, teachers, support staff, student instructional materials and supporting materials and programs such as our libraries and the availability of technology. Chiles High School ensures that our vision and mission guide the acquisition, prioritization, and use of resources by focusing on what is required to prepare students to become responsible, respectful independent learners equipped with the critical thinking skills necessary to compete in our global society.

Goals & Current Status

Chiles High School has defined four goals that support the pillar to provide quality resources: provide highly qualified teachers, administrators and staff while providing state of the art educational technology and facilities.

A. Providing Highly Qualified Teachers, Administrators and Staff

The single most critical aspect of quality resources is our teaching staff. Chiles High School actively recruits the best teachers according to their academic performance and accomplishments, experience, success in student learning and highly-qualified status. Retention of the best teachers is very important and is best accomplished by continuing to offer professional development and creating an environment where these teachers are appreciated and valued. Professional development is key to retention and Chiles High School supports attendance at professional conferences, development and evaluation of individual Deliberate Practice Plans (DPPs), S.A.C.S – AdvancEd Evaluations, district trainings (focused on specific topics), and the Beginning Teacher Program. Schools also develop training as part of the school improvement plans aligned with district goals and state standards. This is monitored through the district's Performance Matters platform.

Chiles High School annually identifies the professional development which is needed to accomplish school improvement goals and objectives. Teachers and administrators develop Deliberate Practice Plans based on classroom and school data from the previous year as well as current year student data. These plans focus on goals for student achievement and include profession development activities and instructional strategies to support attainment of the goals. These school-based professional development strategies and initiatives are supported by various district departments and a variety of fund sources. To ensure teacher participation in planned training, principals are required to work with all instructional staff on the development of Deliberate Practice Plans. This planning process includes addressing school improvement objectives, student achievement targets and the professional development activities necessary for teachers to accomplish their objectives. Teachers provide evidence of their professional development and evidence of accomplishing their objectives in follow up DPP conferences. Based on a review of the School Improvement Plans, analysis of district-wide student data, state mandates, and federal legislation, district-wide professional development initiatives are planned and implemented annually. Florida and National Staff Development Standards are used as the framework for the design and evaluation of both school and district based professional development. The district incorporates adult learning strategies, web-based and face to face follow up, evaluation for impact on student learning and evaluation for continuous improvement of programs.

Chiles High School has made a concentrated effort to train teachers and administrators on using data to impact student instruction and using research based instruction. The district offers “Digging into Data trainings” sessions to further their knowledge and understanding of available data.

Research-based instructional materials have been adopted by the district that supports implementation of instructional strategies that incorporate research-based strategies and activities. All instructional materials used by Chiles High School are subject to a review process that examines validity of research-based strategies, best practices and relativity to the Florida State Standards and Next Generation Sunshine State Standards.

Cadres of teachers have been trained to serve as consultants throughout Chiles High School to provide professional development and coaching in various subject areas to ensure that instruction and use of the research-based materials and strategies is carried out with fidelity. Cadres for the Leon LEADS program is an example of one support system that exist throughout Chiles High School.

Outside consultants provide expert guidance in the implementation of programs, as well. Personnel from local universities and nationally recognized consultants assist in the support of instructional activities and practices. Master Teacher, a technology-based professional development program, has been purchased by the district for use by all Chiles High School Teachers. The program offers an extensive array of individualized professional development programs that supports instruction and best practices. Other professional development support includes mentoring and training provided by teacher leaders. The district supports instruction that is research-based and reflective of best practice, and these best practices in instructional methodology and materials utilization are reviewed and modeled continually. A process for review has been developed for new programs and is facilitated by Program Monitoring and Evaluation. A Technology Review Committee reviews and makes recommendations concerning the use of instructional software programs and appropriate use of hardware in meeting both instructional and FSA testing standards throughout the district has made a concentrated effort to train teachers and administrators on using data to impact student instruction and using research based instruction.

To ensure that students and teachers are supported, the district also strives to have quality staff and administrators in place. District policy requires evaluations, screening and interview processes that establish high standards and are designed to determine the best possible candidate. Part of this is the focused interview process. Employee evaluations follow best practices to encourage on-going constructive evaluations. LCS also provides employees with opportunities for training and wellness support. The technology and information services department offers regular training and instruction in the use of various software, including certifications.

Chiles High School annually identifies the professional development which is needed to accomplish School Improvement goals and objectives. These school-based professional development strategies and initiatives are supported by various district departments and with a variety of fund sources including the Office of Professional Learning.

Chiles High School also supports staff through programs such as employee wellness. By providing educational programs, team activities and encouragement, staff is supported in healthy initiatives. The district has entered into a partnership with the Leon County Health Department to provide maximum support for maintaining wellness programs for students and staff. The award winning Chiles High School women’s wellness program operates with this objective: Create a welcoming and accepting environment for women of all ages as we focus on issues dealing with women’s wellness. Events include Friday lunch and learns, walking groups, once a month outings such as Painting with a Twist and dinner with friends as well as wellness screenings twice a year.

B. Provide State of the Art Educational Technology and Facilities

Chiles High School provides a technology-rich learning environment. The district has a five year technology plan that addresses technology standards for all students. A ½ cent sales tax referendum supplied a multitude of instructional technology hardware to schools district wide. Chiles High School is networked to the district office, allowing access to the world-wide-web and many web-based programs used throughout the district. Instructional staff use online lesson plan programs and other online instructional resources. All classrooms in the district have internet. Most classrooms at Chiles High School have computers for student use, and student technology programs at Chiles High School range from ancillary instruction to remediation of identified academic skills. A computerized credit-recovery program is available to recover credits that were previously failed.

Chiles High School uses the FOCUS SMS as our base student information system. FOCUS is a full-featured and highly matured student information system. FOCUS includes 15 data-collection, archiving, reporting, and data management modules including: attendance, enrollment, grades, FTE, grade reporting, student assessment, ESE/Special Programs, drop-out, and discipline data. FOCUS meets all state and federal reporting requirements and is updated by the vendor to include state and federal mandated changes. This system is fully secured and properly authenticates users, restricts and tracks access authorizations, monitors changes and record updates, and meets all state of Florida audit requirements for student information processing and management, including the fully automated student attendance. Leon County Schools has expanded the base FOCUS system to include a teacher portal, and a parent/student portal. All state reporting is transmitted directly to the State Department of Education via our student information system.

Alignment of All Pillars

Core to our mission, providing quality resources supports all aspects of the district's other goals. It is our mission to prepare students to become responsible, respectful independent learners equipped with the critical thinking skills necessary to compete in our global society.

GOAL: Provide Highly Qualified Teachers, Administrators and Staff

Actions: Chiles High School will:

- Develop a system that will establish expectations, provide training and support, provide a reward system and incorporate customer service into employee evaluations.
- Continue to provide high quality systemic professional development for instructional staff based on the master in-service professional development plan updated annually to meet the changing needs of teachers and their students.
- Evaluate the successful Career Development Initiative for non-instructional staff and determine the most productive way to move forward.
- Teachers and administrators will develop deliberate practice plans based on classroom and school data from the previous year that include professional development activities and instructional strategies focused on student achievement.
- Base all professional development and training for instructional and non-instructional staff on school improvement plans and student performance data as indicators of areas for improvement.

GOAL: Provide State-of-the-Art Educational Technology, Materials and Facilities

Actions: Chiles High School will:

- Provide intelligent classrooms.
- Ensure student accessibility to technology on campus.
- Utilize technology to streamline workflow and reduce paperwork.
- Provide classroom space to meet school class size amendment requirements.

IV. BUILDING AN ENGAGED COMMUNITY

Chiles High School and its students play an integral part of the Northeast Tallahassee communities of Killbuck and Bradfordville; though the impact of positive on-going collaboration with the greater Leon County area is key to our success. Community members include our parents and guardians, extended family members, taxpayers, area businesses and other local organizations. Effective communication with stakeholders is the basis upon which meaningful relationships and collaboration occur.

Goals & Current Status

Chiles High School relies on communication within the Leon County School District, which heavily values proactive assessment of perspectives within the community at large. Using the District two-way flow of communication as a basis, Chiles then focuses on reaching out to its more specific stakeholders using various strategies. All stakeholders, especially students and their families, are encouraged to voice their ideas and concerns with staff and administration, and multiple forums are provided for doing so. Transparency is, of course, paramount to this cycle of communication. Communication tools regularly used include, but are not limited to:

- Published School Public Accountability Reports (SPAR)
- A continually updated school website (<https://www.leonschools.net/chiles>)
- Chiles ListServ
- A centralized internal school calendar
- A parent calendar
- A student events calendar
- The Chiles monthly newsletter
- The Chiles App
- FOCUS SMS
- Teacher websites and safe communications tools;
- “Wolf Center” student broadcast
- Information scroll which broadcasts continually throughout campus.
- Social Media Platforms (**Facebook:** Lawton Chiles High School @lawtonchileshighschool; **Twitter:** @chilestwolves; **Instagram:** chilestwolves)

Chiles is fortunate to have incredible resources within its reach, including the State Department of Education, located here in Tallahassee. In addition, faculty and staff work hard to build and maintain relationships with the outstanding institutions of higher learning found in our back yard: TCC, FAMU,

FSU, Flagler College, Keiser University and other post -secondary schools. Experts from these institutions regularly volunteer within our school during academic and extracurricular programs, act as guest lecturers and mentors, and provide valuable outreach programs rich in educational resources to our students.

The FOCUS SMS system allows parents access to grades, assignments, and curriculum guides for each course taken at Chiles. Student and teacher web sites provide access to additional contact information, course documents, assignments, and important links; while modern “safe communication” tools such as Edmodo, Remind 101, Go Class, Socrative, Popplet, and Dropbox encourage the fast dissemination and exchange of ideas between teachers and class members outside of the school day. Faculty and staff regularly receive training on the most current trends in educational technology.

In 2012, the “Northeast Articulation Team” was formed consisting of Chiles’ administrators and faculty, as well as teacher leaders from our feeder schools. The purpose of the committee is to create open dialogue between Chiles and the elementary and middle schools. Consistency, transparency, and community building are the primary goals. It is the goal of the Northeast Articulation Team to learn about trends and behaviors from our feeder schools and to relay our needs in order for our students to have a seamless educational experience and develop academically and socially.

Chiles has a School Advisory Council (SAC), a leadership team composed of parents (one officer from PTO), employees, and community members. Leon County Schools also has a District Advisory Council (DAC), which is representative of all School Advisory Councils, teachers, citizens and administrators. The Student District Advisory Council is representative of the student government associations at each high school. All groups serve in an advisory capacity to the Superintendent and School Board and provide valuable perspective on district policies under consideration, and various other issues such as school calendars, school start times and budget issues.

In addition, Chiles has a Student Government Association (SGA) that provides student leadership within the school and serves in an advisory capacity to administrators. SGA is responsible for planning school-wide events, including Homecoming festivities, spirit weeks, and pep rallies. It also works closely with local organizations to plan charity campaigns such as the annual campus holiday food and gift drives. An Intra-Club Council (ICC) was formed during the 2013-14 school year to further enhance communication among campus leaders. The Council consists of leaders from all organizations and is dedicated to ensuring that student involvement in activities, charity drives, and fundraisers are maximized.

The Chiles community-at-large supports such important charities as Relay for Life and the American Cancer Society, March of Dimes of the Big Bend, the American Heart Association, Salvation Army, Second Harvest Food Bank and United Way of the Big Bend.

Chiles is proud to have an active Parent Teacher Organization (PTO) whose goal, according to its By-Laws, “is to bring into closer relation the home and the school, so that parents, teachers, students and administrators may cooperate intelligently in the education of students by participating in shared decision making on school policy and supporting the goals and programs of the school.” PTO sends one officer to serve on the schools’ SAC committee and throughout the year, the PTO focuses on school-wide issues, fundraisers, and volunteer opportunities to support faculty and staff and to improve the school environment.

The PTO also engages with the school’s business partners. Chiles is fortunate to have a generous business community that actively supports both academics and athletics. This year, over sixty local businesses contributed to Chiles, some for multiple causes, including Share Nights and that list continues to grow.

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|--|--|
| Chick-Fil-A (Bradfordville) | Aunt Cake |
| Awards 4 U | Aveda Institute |
| Clark Orthodontics | Blaze Pizza LLC |
| Clothesline | Bojangles |
| Refreshment Services Pepsi - Tallahassee | Coach's Closet Inc |
| Texas Roadhouse | Dr. Daniel Snead DMD |
| The Flying Bear | Dreamland BBQ |
| Zoes Kitchen | Driftaway Float Center |
| Deer Lake United Methodist Church | Eleanor Pizzi |
| Gulf Winds Federal Credit Union | Esposito Garden Center |
| Jason's Deli | Gifted Baskets Balloons & Candy |
| Killearn Lakes Taekwondo | Island Wing Company and/or Tropical Smoothie |
| Mamma P's Ice Cream Truck | Marco's Pizza |
| Pampered Chef | Movies Plus |
| Beef O'Brady's | Nothing Bundt Cakes |
| Beach Hut Tallahassee, LLC | Nuberri |
| Mathnasium of Tallahassee - The Math Learning Center | Pro Playgrounds |
| Red Elephant | Smallcakes Tallahassee |
| Lancelot Professional Services/Wesley White | Specialty Sportswear |
| Chip Williams Group at Keller Williams Realty | Sport Clips |
| Cummings Scientific, LLC | Sweet Frog |
| 2nd Helpin Catering LLC | Tijuana Flats |
| 319 Wine & Cheese | Uncle Maddio's Pizza Joint |
| Abby & Taylor Boutique | Verity Health Center |
| American Fitness | Wharf Casual Seafood |

Alignment of All Pillars

This pillar supports every aspect of what we do as a school district. Collaborative Partnerships build an engaged community, which is a necessary component to our success. Communication is required to achieve student performance, a safe environment, and to guarantee quality resources.

Goals & Objectives

In developing this fourth pillar of the strategic plan, an assessment of current data, programs and practices determines that in order to fulfill our vision and mission, Chiles should focus on building collaborative

partnerships with six primary entities: Employees, parents and community, business representatives, post-secondary institutions, and other government entities and school districts.

GOAL: Improve Communication and Collaboration with All Stakeholders in Leon County Schools

Actions: Chiles High School will:

- Enhance the capacity of technology to expand and streamline online information sharing.
- Maintain regular meetings with SAC, the PTO, SGA, and the ICC to promote transparency and an “open door” policy.
- Conduct communication training sessions with principals and teacher leaders.
- Continue expanding the role of the Articulation Committee to foster improved communication with our feeder schools.
- Offer externship, DCT, OJT and community wide volunteering opportunities for our students.
- Communicate via Social Media Platforms (**Facebook:** Lawton Chiles High School @lawtonchileshighschool; **Twitter:** @chilestwolves; **Instagram:** chilestwolves)

GOAL: Increase Community Involvement throughout the Chiles Community

Actions: Chiles High School will:

- Work closely with the PTO to enhance support for volunteer and mentor initiatives.
- Maintain a streamlined yearly calendar with campus-wide charity fundraisers to increase support.
- Expand existing partnerships and establish new ones with public and non-profit social service agencies.
- Offer externship, DCT, OJT and community wide volunteering opportunities for our students.
- Communicate via Social Media Platforms (**Facebook:** Lawton Chiles High School @lawtonchileshighschool; **Twitter:** @chilestwolves; **Instagram:** chilestwolves)