

Strategic Goal Area II: Organizational & Operational Effectiveness

**A Vision for Public Education in Georgia Goal(s):
5.4, 8.1, 8.2, 8.4, 8.6, 9.3**

Performance Objective I: Ensure a safe, orderly, and positive environment for all students and staff					
<u>Performance Measure 1:</u> Number of discipline referrals	FY15 Baseline: 3,998	FY16: 3,457	FY17: 3,080	FY18: 3,158	FY19 Target: 2,900
<u>Performance Measure 2:</u> Percentage of students reporting feeling safe at school (surveys that require a response of “agree” to align with GSHS II)	FY15 Baseline: 76.91%	FY16: 77.9%	FY17: 77.18%	FY18: 72.33%	FY19 Target: 100%
<u>Performance Measure 3:</u> System Safety Plan updated annually	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 4:</u> School-level safety drills conducted and documented annually (fire, tornado/severe weather, evacuation)	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 5:</u> Quality Assurance Reviews of all facilities conducted by Maintenance Department at least quarterly	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes

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Initiative: PBIS & Safe Schools Survey				
<i>Action Step</i>	<i>Responsible Parties</i>	<i>Start & End Dates</i>	<i>Resources</i>	<i>Artifacts</i>
1. Implement system-wide PBIS process, aligning Code of Conduct with PBIS matrix, curriculum, and incentives	<ul style="list-style-type: none"> • Director of Student Services • System PBIS Facilitator • Principals • Central Office Leadership 	March 2015 – May 2019	<ul style="list-style-type: none"> • Contact at GaDOE • PBIS Prof. Learning • Mindset Training • Classroom Management Courses 	<ul style="list-style-type: none"> • System PBIS Plan • Updated Code of Conduct
2. Review academic, discipline, and attendance data for goal setting	<ul style="list-style-type: none"> • Director of Student Services • Director of Auxiliary Services • SIS Coordinator • Central Office and School Leadership Teams 	Ongoing October 2014 – June 2019	<ul style="list-style-type: none"> • <i>PowerSchool</i> • <i>SWIS</i> • <i>SLDS</i> • <i>CCRPI</i> • <i>Assessment Reports</i> 	<ul style="list-style-type: none"> • Sign-In Sheets & Agendas • System and School SMART Goals
3. Review surveys related to safety, including the Georgia Student Health Survey II	<ul style="list-style-type: none"> • Director of Student Services • Director of Auxiliary Services • SIS Coordinator • Central Office Leadership Team 	February 2015 – July 2019	<ul style="list-style-type: none"> • Georgia Student Health Survey II data (grades 3 – 12) • CCRPI Star Climate Data 	<ul style="list-style-type: none"> • Sign-in Sheets & Agendas
4. Employ behavior specialist and evidence-based interventions to support social-emotional learning	<ul style="list-style-type: none"> • Director of Student Services • Director of Curriculum & Instruction • Behavior Specialist • Teachers 	August 2017 – May 2019	<ul style="list-style-type: none"> • Skillstreaming • Positive Action Kits • Mendez TGFV Kits • Professional Learning 	<ul style="list-style-type: none"> • Student Record Disciplinary Reports • <i>SWIS</i> Reports
5. Facilitate revision of School and System Safety Plans; submit for review by Georgia Emergency Management Agency	<ul style="list-style-type: none"> • Director of Auxiliary Services • Director of Admin. Services • School Safety Teams • Maintenance Dept. 	Annually July 2014 – July 2019	<ul style="list-style-type: none"> • Quality Assurance Reviews • Documentation of school-level drills (Insurance Commissioner’s website) • Local emergency personnel • GEMA 	<ul style="list-style-type: none"> • Feedback from GEMA • Revised School & System Safety Plans
6. Conduct quarterly Quality Assurance Reviews of all facilities	<ul style="list-style-type: none"> • Director of Admin. Services • QA Manager • Principals • Custodians 	Ongoing August 2015 – July 2019	<ul style="list-style-type: none"> • Quality Assurance Review template • Work orders • Custodial checklists 	<ul style="list-style-type: none"> • Quality Assurance Review Reports

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Performance Objective II: Bridge and improve effective and efficient operational processes and accountability					
<u>Performance Measure 1:</u> Percent of board members completing annual training requirements	FY15 Baseline: 100%	FY16: 100%	FY17: 100%	FY18: 100%	FY19 Target: 100%
<u>Performance Measure 2:</u> Board members review their Code of Ethics on an annual basis	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 3:</u> Budget presented annually for BOE approval by June 30	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 4:</u> Compliance with notification of budget-related items in county legal organ	FY15 Baseline: No	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 5:</u> Annual training for principals, department heads, and school bookkeepers on financial procedures	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 6:</u> Monthly financial reports for stakeholders	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 7:</u> Year-end general fund balance increase	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes
<u>Performance Measure 8:</u> Number of findings in Georgia Department of Audits annual report	FY15 Baseline: 0	FY16: 0	FY17: 0	FY18: 0	FY19 Target: 0
<u>Performance Measure 9:</u> Percent of students participating in school nutrition program	FY15: NA	FY16 Baseline: Break.: 48% Lunch: 75%	FY17: Break.: 48% Lunch: 69%	FY18: Break.: 48% Lunch: 66%	FY19 Target: Break.: 51% Lunch: 69%
<u>Performance Measure 10:</u> Code of Conduct reviewed and revised annually by May 1	FY15 Baseline: Yes	FY16: Yes	FY17: Yes	FY18: Yes	FY19 Target: Yes

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Initiative: Governance & Accountability				
<i>Action Step</i>	<i>Responsible Parties</i>	<i>Start & End Dates</i>	<i>Resources</i>	<i>Artifacts</i>
1. Develop annually GSBA training plan for board members to include whole board governance training and adherence to a Code of Ethics/conflict of interest policy	<ul style="list-style-type: none"> Superintendent Board Chair 	July 2014 – May 2019	<ul style="list-style-type: none"> GSBA Conferences & Training Sessions Code of Ethics Policy BH 	<ul style="list-style-type: none"> Board Member Training Plan Sign-in Sheets & Agendas
2. Have board members annually sign affidavit acknowledging Code of Ethics/conflict of interest policy; publish statement of completion; provide statement to Superintendent’s Advisory Council	<ul style="list-style-type: none"> Superintendent Board Members 	July 2017 – January 2019	<ul style="list-style-type: none"> Code of Ethics Policy BH Board training sessions 	<ul style="list-style-type: none"> Signed Board Member Affidavits Statement for SAC Board Meeting Minutes
3. Present monthly financial reports on general fund and school nutrition accounts at board meetings	<ul style="list-style-type: none"> Superintendent Comptroller Director of Auxiliary Services 	July 2014 – May 2019	<ul style="list-style-type: none"> CSI Software Business Department School Nutrition Department 	<ul style="list-style-type: none"> BOE Meeting Agenda & Minutes Monthly Revenue & Expense Reports
4. Schedule annual training for principals, department heads, and school bookkeepers on financial procedures	<ul style="list-style-type: none"> Comptroller Business Dept. 	July 2014 – May 2019	<ul style="list-style-type: none"> LUA Chart of Accounts CSI Software School Bookkeeping Guidelines Business Department 	<ul style="list-style-type: none"> Training Sign-In Sheets & Agendas
5. Conduct annual audits of extracurricular organizations and school activity accounts; review monthly samples of school revenues and expenditures to ensure compliance with procedures	<ul style="list-style-type: none"> Comptroller Business Dept. 	July 2014 – May 2019	<ul style="list-style-type: none"> LUA Chart of Accounts Smartfusion Software School Bookkeeping Guidelines Bank Reconciliation Reports 	<ul style="list-style-type: none"> Memos to Principals and Bookkeepers Monthly Bookkeeper Meeting Sign-In Sheets & Agendas
6. Adhere to internal controls for expenditures	<ul style="list-style-type: none"> Comptroller Principals Dept. Heads 	July 2014 – May 2019	<ul style="list-style-type: none"> LUA Chart of Accounts Smartfusion Software School Bookkeeping Guidelines 	<ul style="list-style-type: none"> Signed Pre-Authorization Forms Signed Requisitions Expenditure Reports Drawdown Reports

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7. Review meal patterns and associated participation rates	<ul style="list-style-type: none"> Director of Auxiliary Services 	July 2014 – May 2019	<ul style="list-style-type: none"> Menus Participation Rate Reports 	<ul style="list-style-type: none"> Training Sign-In Sheets & Agendas Participation Rate Reports
8. Communicate to families regarding the implementation of the Community Eligibility Provision program to provide free breakfast and lunch to all pupils	<ul style="list-style-type: none"> Director of Auxiliary Services Cafeteria Managers 	June 2018 – May 2019	<ul style="list-style-type: none"> Nutrition Staff Marketing/Branding Consultant Social Media System Website Local Media 	<ul style="list-style-type: none"> Meal Participation Rates
9. Review SWIS data to inform revisions of the Code of Conduct	<ul style="list-style-type: none"> Director of Auxiliary Services PBIS District Coordinator 	July 2014 – May 2019	<ul style="list-style-type: none"> SWIS Official Code of Georgia, Annotated PBIS Matrix of Minor and Major Offenses GaDOE Discipline Matrix and Definitions 	<ul style="list-style-type: none"> Sign-In Sheets & Agendas Code of Conduct Revisions
10. Publish roles/responsibilities of board/superintendent on website	<ul style="list-style-type: none"> Superintendent 	July 2017– June 2018 COMPLETED	<ul style="list-style-type: none"> Board Policy BBBA Whole Board Governance Training 	<ul style="list-style-type: none"> Board Policy BBBA Website Screenshots
11. Update board public input policy	<ul style="list-style-type: none"> Superintendent Board Members 	July 2017 – January 2018 COMPLETED	<ul style="list-style-type: none"> Board Policy KCA 	<ul style="list-style-type: none"> Board Policy KCA Board Meeting Minutes
12. Develop, implement, and evaluate a strategic communications plan and publish state of system address	<ul style="list-style-type: none"> Superintendent 	July 2017 – June 2019	<ul style="list-style-type: none"> Town hall meeting presentation StreamVu On Board System website 	<ul style="list-style-type: none"> Communications Plan State of System Address

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Performance Objective III: Develop and implement a plan for instructional technology

Performance Measure 1: LoTI survey score	FY15 Baseline: District LoTI score- N/A	FY16 Baseline: District LoTI score - 2	FY17: District LoTI score – 2	FY18: District LoTI score – 2	FY19 Target: District LoTI score – 3
Performance Measure 2: Ratio of MCSS owned technology available to students	FY15 Baseline: 1.89 students per device	FY16: 2.32 students per device	FY17: 1.90 students per device	FY18: 1.58 students per device	FY19 Target: 1.35 students per device
Performance Measure 3: Number of professional learning opportunities for teachers concerning technology integration	FY15 Baseline: 7	FY16: 9	FY17: 19	FY18: 22	FY19 Target: 23

Initiative: BYOT (Bring Your Own Technology) Initiative

<i>Action Step</i>	<i>Responsible Parties</i>	<i>Start & End Dates</i>	<i>Resources</i>	<i>Artifacts</i>
1. Increase number of teachers using BYOT as compared to year- end numbers	<ul style="list-style-type: none"> Principals Teachers 	August 2014 - May 2019	<ul style="list-style-type: none"> LoTI Technology Dept. School Tech. Contacts 	<ul style="list-style-type: none"> LoTI Survey Results
2. Review inventory to determine percentage of district-owned and types of technology available to students at BOE Determine appropriate student technology for purchase	<ul style="list-style-type: none"> Director of Admin. Services Technology Manager Principals Technology Committee 	Ongoing updates September 2014 – June 2019	<ul style="list-style-type: none"> School Technology Inventories 	<ul style="list-style-type: none"> Ratio of Students to Devices, as Reported by GaDOE
3. Develop for teachers a survey to determine technology-related professional learning needs Use results to generate professional learning schedule	<ul style="list-style-type: none"> Director of Curriculum and Instruction Principals 	August 2014 – May 2019	<ul style="list-style-type: none"> LoTI Survey Results Local Survey Results 	<ul style="list-style-type: none"> District Prof. Learning Schedule
4. Utilize multi-media carts, Chromebooks, iPads and other devices for instructional purposes	<ul style="list-style-type: none"> Director of Curriculum and Instruction School Admins. School Tech. Contacts Teachers 	August 2014- May 2019	<ul style="list-style-type: none"> Lesson Plan Template Professional Learning 	<ul style="list-style-type: none"> Lesson Plans Records of Technology Usage/Check-out from School Media Centers