



STRATEGIC PLAN

2020-2025

One Dawson.
Excellence Together.



Dawson County Schools

One Dawson. Excellence Together.

Vision

To be an exemplary school district, preparing students for success.

Mission

To provide quality instruction and student support that results in preparedness for college, career, and life.

Commitments

- 1) Graduation for ALL students.
- 2) Providing a safe, supportive learning environment.
- 3) Cultivating relationships with students, families, schools and community.
- 4) Fostering a culture of engagement, innovation, and high expectations for student learning.
- 5) Providing extra-curricular activities and other opportunities, which develop life skills and positive personal growth.



Dawson County School District

Student Performance & Growth

Improve rigor for all students

Increase student mastery of curriculum

Increase college and career readiness

Culture & Climate

Improve social and emotional learning

Improve positive behavior and supports

Improve stakeholder engagement

Learning & Growth

Acquire highly qualified and talented people for every position

Train/coach highly qualified and talented people for every position

Retain highly qualified and talented people for every position

Operational Excellence

Ensure effective and efficient operational processes

Ensure effective and efficient financial practices

Ensure preparedness for growth

Ensure processes and procedures that focus on safe and secure environments



Dawson County Schools
Strategic Plan 2020-2025
Overview of Goal Areas, Performance Objectives, and Initiatives

★ **Student Performance and Growth**

- Improve rigor for all students
 - Literacy
 - Instructional Technology
 - Advanced Opportunities
- Increase student mastery of the curriculum
 - Professional Learning Communities (PDCA)
- Increase college and career readiness
 - Teachers as Advisors
 - Response to Intervention

★ **Culture and Climate**

- Improve Social and Emotional Learning
 - SEL standards
 - Mental health
 - Suicidal ideations
- Improve positive behavior and supports
 - PBIS
 - Reduction of bullying or threatening behaviors
- Improve stakeholder engagement
 - Parent Connectedness
 - Increase attendance at events
 - Increase partnerships

★ **Learning and Growth**

- Acquire highly qualified and talented people for every position
 - Recruitment Initiative
- Train/coach highly qualified and talented people for every position
 - Leadership Development
 - Mentorship
- Retain highly qualified and talented people for every position
 - Retention Initiative

★ **Operational Excellence**

- Ensure effective and efficient operational processes
 - Work order system
 - Transportation and fleet
- Ensure effective and efficient financial practices
 - Financial literacy (decide on final title/comp.)
- Ensure preparedness for growth
 - Technology and Facilities
- Ensure processes and procedures that focus on safe and secure environments
 - Safety training and equipment
 - Food safety training

Goal Area: Student Performance and Growth ~ Performance Objectives and Measures

Goal Area: Student Performance and Growth						
Performance Objective: Improve rigor for all students						
Performance Measures						
	Baseline	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5
Increase the percentage of students meeting Fall to Spring Projected Growth in the area of Language Usage (3rd-8th) as measured by NWEA MAP. Baseline: 2018-2019 Fall to Spring MAP Growth. Goal: Increase by 5% the first year and by 3% each year thereafter.	23%	28%	31%	34%	37%	40%
Increase the percentage of students (3rd-10th) reading at mid range Lexile level or higher. 3rd-10th as measured by NWEA MAP from Fall to Spring benchmark. Baseline: Determined by Fall 2020 MAP. Goal: Increase by 5 percent the first year and by 5% each year thereafter.	TBD after Fall Map	TBD after Fall Map	TBD after Fall Map	TBD after Fall Map	TBD after Fall Map	TBD after Fall Map
Goal Area: Student Performance and Growth						
Performance Objective: Increase student mastery of curriculum						
Performance Measures						
Increase content mastery scores in ELA (3rd - 8th) as predicted on the NWEA MAP Proficiency Report from the Fall to the Spring benchmark. 3rd, 5th, and 8th grades will be used for monitoring. Baseline - Fall 2020 MAP-CCRPI Target Score. Goal: 3rd, 5th, and 8th each increase by 3% Closure Gap.	TBD-Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP
Increase content mastery scores in Math (3rd - 8th) as predicted on the NWEA MAP Proficiency Report from the Fall to the Spring benchmark. 3rd, 5th, and 8th grades will be used for monitoring. Baseline - Fall 2020 MAP-CCRPI Target Score. Goal: 3rd, 5th, and 8th each increase by 3% Closure Gap.	TBD-Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP	3% Gap Closure-TBD After Fall MAP
Increase level of content mastery as measured by course final exam scores on 9th Grade Literature, American Literature, Algebra, and Geometry. Goal: 80% of students will score 70 or above on final course assessments.	TBD	Increase 2%	Increase 2%	Increase 2%	Increase 2%	Increase 2%
Goal Area: Student Performance and Growth						
Performance Objective: Increase college and career readiness						
Performance Measures						
Increase the number of students enrolling in post-secondary education as measured by the Governor's Office of Student Achievement post-secondary report.	68.6% (2018-2019GOSA Report)	69%	70%	71%	72%	72%
Decrease the percent of students entering post-secondary that need remediation as measured by the Governor's Office of Student Achievement data.	52.92% (2018-2019 CCRPI)	49%	46%	43%	40%	37%
Increase the number of students completing a pathway in CTAE, fine arts, and foreign language as measured by course enrollment.	81.01 (2018-2019 CCRPI)	84%	87%	87%	87%	87%

Goal Area: Student Performance and Growth ~ Initiatives and Action Steps

Goal Area: Student Performance and Growth				
Performance Objective: Improve rigor for all students				
Initiative 1: Literacy				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	
Estimated cost, funding source, and/or resources				
Conduct Needs K-12 Assessment (Use GaDOE resources)	Assistant Superintendent Teaching/Learning	Needs Assessment Data	September 2020	None
Create K-12 Literacy Framework (K-5, 6-12)	Assistant Superintendent Teaching/Learning	Framework	September 2020	None
Develop walkthrough Rubric (K-5, 6-12)	Directors of Accountability & Secondary Support	Rubric	September 2020	None
Provide PL to administrators and teachers on Literacy Framework and Rubric (K-5, 6-12)	Directors of Accountability & Secondary Support	Sign-in Sheets, agenda, evaluation	October 2020	None
Implement initial walkthroughs and analyze data	School Administrators/coaches Directors of Accountability & Secondary Support	Walk-through data	May 2021	None
Evaluate progress and specify next steps	District Team and School Administrators Directors of Accountability & Secondary Support	Survey and observation data	May 2021	None
Initiative 2: Instructional Technology				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	Estimated cost, funding source, and/or resources
Analyze needs assessment data (LTI Apple Survey Data)	Instructional Technology Coordinator	LTI Summary Data	August 2020	None
Develop district professional learning plan/itered levels of support	Instructional Technology Coordinator	Professional Learning Plan	September 2020	None
Utilize teacher leaders to plan district-wide professional learning day	Instructional Technology Coordinator	Sign-in sheets, presentations, evaluations, planning documents	October 2020	TBD
Develop resource repository for teachers	Instructional Technology Coordinator	Resource site	May 2021	TBD
Initiative 3: Increase college and career readiness.				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	Estimated cost, funding source, and/or resources
Conduct district review of advanced offerings and service models (Gifted, Dual Enrollment, and Advanced Placement)	Directors of Accountability & Secondary Support	Summary report	December 2020	None
Develop survey for students and parents	Director of Secondary Support	Survey	December 2020	None
Analyze survey results	Director of Secondary Support	Survey Data	March 2021	None
Form Design Team to create district to develop action plan	Director of Secondary Support	Sign-in sheets, Agenda, Meeting Minutes, Service Model and Communication Plan	March 2021	None
Provide tiered level of professional learning on Achievement Level Descriptors	Assistant Superintendent Teaching/Learning	Sign-in sheets, agenda, training materials	October 2020, February 2021	None
Provide training opportunities for teachers of Advanced Placement	Assistant Superintendent Teaching/Learning	Registration and course completion documentation	August 2020	\$500-\$1000 FY21 2213
Goal Area: Student Performance and Growth				
Performance Objective: Increase student mastery of curriculum				
Initiative 1: Professional Learning Communities Framework (PLAN-DO-CHECK-ACT)				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	Estimated cost, funding source, and/or resources
Develop district wide guidelines and expectations for Professional Learning Communities (Plan, Do, Check, Act)	Assistant Superintendent Teaching/Learning	Guidelines and expectations	September 2020	Printing cost of posters = TBD
Provide professional learning and support for data teams for learning (unpacking, prioritizing, common units, common assessments)	Assistant Superintendent Teaching/Learning	Sign-in sheet, agenda, evaluation, presentation	Ongoing specified grades each year	\$1000-2,000 Books/Training Resources
Develop "Look For" tool to ensure effective and targeted feedback on observations/walk throughs	Assistant Superintendent Teaching/Learning	Look For Tool	September 2020	None
Train district level support and administrators on the use of the "Look For" tool	Directors of Accountability & Secondary Support	Sign-in sheet, agenda, evaluation, presentation	October 2020	None
Conduct initial walk throughs	Directors of Accountability & Secondary Support	Walk through data	May 2021	None
Evaluate progress and determine next steps	Directors of Accountability & Secondary Support	Survey and observation data	May 2021	None

Goal Area: Student Performance and Growth ~ Initiatives and Action Steps

Performance Objective: Increase college and career readiness	Brief Description/Ideal State: Establish Teachers as advisors.	Monitoring Dates	Estimated cost, funding source, and/or resources
Initiative 1: Teachers as Advisors	What evidence/data will you collect to assess implementation/impact?		
Action Steps Year 1	Primary Person Responsible		
Identify program options	Director of Secondary Support	October 2020	
Evaluate program options	Director of Secondary Support	October 2020	
Select program	Director of Secondary Support	December 2020	TBD
Develop implementation plan	Director of Secondary Support	February 2021	
Provide professional learning	Director of Secondary Support	March 2021	
Evaluate progress and needs for year 2	Director of Secondary Support	May 2021	
Initiative 2: Response to Intervention	Brief Description/Ideal State: Decrease the number of students entering post-secondary needing remediation.		
Action Steps Year 1	Primary Person Responsible	Monitoring Dates	Estimated cost, funding source, and/or resources
Evaluate school level needs via needs assessment	Directors of Accountability & Secondary Support	October 2020	None
Provide tiered level of training and support based on need	Directors of Accountability & Secondary Support	October 2020	None
Monitor implementation	Directors of Accountability & Secondary Support	Ongoing	None
Provide feedback	Directors of Accountability & Secondary Support	Ongoing	None
Resource evaluation to determine intervention effectiveness of current resources	Directors of Accountability & Secondary Support	May 2021	TBD

Goal Area: Culture and Climate ~ Performance Objectives and Measures

Goal Area: Culture and Climate						
Performance Objective: Improve social and emotional learning						
Performance Measures	Baseline	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5
Increase the percentage of teachers who are scored as proficient with implementing Social Emotional Learning (SEL) standards in the classroom as measured by TKES.	TBD	Increase 1%	Increase 1%	Increase 1%	Increase 1%	Increase 1%
Increase the percentage of students with "average" or higher scores as measured by the Social Skills Improvement System for Social Emotional Learning (SSIS SEL).	TBD	Increase 2%	Increase 2%	Increase 2%	Increase 2%	Increase 2%
Decrease the percentage of students who engage in suicidal ideation behaviors as measured by the Georgia Student Health Survey (GSHS).	FY20	Decrease 3%	Decrease 3%	Decrease 3%	Decrease 3%	Decrease 3%
Goal Area: Culture and Climate						
Performance Objective: Improve positive behavior and supports						
Performance Measures	Baseline	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5
Decrease the percentage of office referrals (school defined major referrals), by individual schools as measured by Power School Discipline Logs.	FY20	Decrease 2%	Decrease 2%	Decrease 2%	Decrease 2%	Decrease 2%
Decrease the percentage of students who have experienced bullying or threatening behaviors as measured by the GSHS.	FY20	Decrease 2%	Decrease 2%	Decrease 2%	Decrease 2%	Decrease 2%
Goal Area: Culture and Climate						
Performance Objective: Improve stakeholder engagement						
Performance Measures	Baseline	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5
Increase the percentage of parents who feel connected to their child's school as measured by the state parent survey.	FY20	Increase 2%	Increase 2%	Increase 2%	Increase 2%	Increase 2%
Increase the number of parents, students, and teachers who participate in or attend engagement/learning events as measured by sign-in sheets.	TBD	Increase 2%	Increase 2%	Increase 2%	Increase 2%	Increase 2%
Increase the number of partnerships with members of the community, business, and higher education as measured by sign-in sheets.	TBD	Increase 2%	Increase 2%	Increase 2%	Increase 2%	Increase 2%

Goal Area: Culture and Climate ~ Initiatives and Action Steps

Goal Area: Culture and Climate			
Performance Objective: Improve social and emotional learning			
Initiative 1: SEL Standards			
Action Steps, Year 1			
Brief Description/Ideal State: K-12 SEL Standards Implemented In All Classrooms	Primary Person Responsible	Monitoring Dates	Estimated cost, funding, source, and/or resources
What evidence/data will you collect to assess implementation/impact?	K-12 SEL Standards	July 31, 2020	TBD Consultative Support, Title IV-A
Create the K-12 Social Emotional Learning (SEL) Standards	Exec. Dir. Instr. Support & School Admin	July 31, 2020	None
Provide Professional Learning (PL) to administrators in the evaluation of implementation of the SEL standards in all classrooms to establish inter-rater reliability	Exec. Dir. Instr. Support	July 31, 2020	None
Develop a district wide list of "book fors" to assist administrators with providing feedback for year 1 classroom implementation	Exec. Dir. Instr. Support	July 31, 2020	None
Provide PL in implementation of the SEL standards in all classrooms	Exec. Dir. Instr. Support & School Admin	End of Q1	None
Provide PL on how SEL standards will be measured on the TKES evaluation instrument	Exec. Dir. Instr. Support & Asst. Supt. HR & School Admin	January 2021	None
Conduct year end evaluation of SEL standards with building administrators and teachers	Exec. Dir. Instr. Support & School Admin	May 2021	None
Initiative 2: Mental Health			
Action Steps, Year 1			
What evidence/data will you collect to assess implementation/impact?	Increase Students With Average (Or Higher) Mental Health Scores	Monitoring Dates	Estimated cost, funding, source, and/or resources
Select an SSIS SEL assessment to be used to measure student mental health	Primary Person Responsible	Q1	TBD, Local or Possibly Title IV-A
Provide PL in the purpose, administration, and interpretation of the selected SSIS SEL assess	Exec. Dir. Instr. Support & School Admin	12/22/20	None
Administer the selected SSIS SEL assessment to determine baseline data	Exec. Dir. Instr. Support District & Building Test Coordinators	May 2021	TBD, Local or Possibly Title IV-A
Initiative 3: Suicidal Ideations			
Action Steps, Year 1			
What evidence/data will you collect to assess implementation/impact?	Decrease Students With Suicidal Ideations	Monitoring Dates	Estimated cost, funding, source, and/or resources
Analyze FY20 Georgia Student Health Survey (GSHS) data to determine baseline data for responses indicating suicidal ideation	Primary Person Responsible	July 31, 2020	None
Provide PL to all certified staff in suicide prevention and awareness	Exec. Dir. Instr. Support/School Admin	August 31, 2020	None
Recognize/identify students with suicidal ideations and refer to the school counselor	Exec. Dir. Instr. Support All Staff	May 2021	None
Provide additional individualized support to students with suicidal ideations through creation of an SOS (Sources of Strength) Plan and/or referral to a mental health counselor	Counselors, Student Support Specialist	July 31, 2020	None
Actively promote Sources of Strength messages, strategies, and planned events in grades 6-12	Principals, Counselors, Student Support Specialist	May 2021	TBD
Provide instruction to students in grades 3-12 about the purpose of the GSHS and increase participation	Principals	May 2021	None
Goal Area: Culture and Climate			
Performance Objective: Improve positive behavior and supports			
Initiative 1: PBIS			
Action Steps, Year 1			
What evidence/data will you collect to assess implementation/impact?	80%+ Of Students Respond To Tier I PBIS Supports	Monitoring Dates	Estimated cost, funding, source, and/or resources
Develop a flowchart for teacher verses administrator managed behaviors at each school	Primary Person Responsible	July 31, 2020	None
Monthly monitoring and communication of school discipline data to staff at each school	Principals	Monthly	SMS licensing
Provide Positive Behavior Interventions & Supports (PBIS) onboarding for new staff members	Principals & PBIS Coaches	August 6, 2020	None
Increase depth of PBIS implementation in all schools (Tiers)	Principals	May 2021	None
Build capacity for new PBIS team members and implementation of PBIS framework	Principals & PBIS Coaches	May 2021	None

Goal Area: Culture and Climate ~ Initiatives and Action Steps

Initiative 2: Reduction of Bullying or Threatening Behaviors		Brief Description: Decrease in Incidents of Bullying and Threat		Monitoring Dates		Estimated cost, funding source, and/or resources	
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	Estimated cost, funding source, and/or resources	Monitoring Dates	Estimated cost, funding source, and/or resources
Provide professional learning in Tier 1 Behavioral Strategies	District Support Team & Principals	Sign-in Sheets, Training Presentations	Sign-in Sheets, Training Presentations	May 2021	TBD, Possibly Title IV-A or Title V-B IDEA	May 2021	TBD, Possibly Title IV-A
Provide professional learning in bullying identification and prevention strategies to staff	District Support Team & Principals	Sign-in Sheets, Training Presentations	Sign-in Sheets, Training Presentations	May 2021	TBD, Possibly Title IV-A	May 2021	TBD, Possibly Title IV-A
Provide professional learning in bullying identification and prevention strategies to students	Principals & Counselors & Teachers	Student Participation/Attendance Sheets, Training Presentations	Student Participation/Attendance Sheets, Training Presentations	May 2021	TBD, Possibly Title IV-A	May 2021	TBD, Possibly Title IV-A
Emphasize bullying component within the SEL curriculum	Principals & Counselors & Teachers	Student Participation/Attendance Sheets, Training Presentations	Student Participation/Attendance Sheets, Training Presentations	May 2021	TBD, Possibly Title IV-A	May 2021	TBD, Possibly Title IV-A
Goal Area: Culture and Climate							
Performance Objective: Improve stakeholder engagement							
Initiative 1: Parent Connectedness		Brief Description/Ideal State: Parents Feel Connected To Schools		Monitoring Dates		Estimated cost, funding source, and/or resources	
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	Estimated cost, funding source, and/or resources	Monitoring Dates	Estimated cost, funding source, and/or resources
Provide PL in Family-Friendly strategies	Exec, Dir, Instr, Support	Sign-in Sheets, Training Presentations	Sign-in Sheets, Training Presentations	July 31, 2020	None	July 31, 2020	None
Implement Family-Friendly strategies to improve communication via websites, newsletters, emails, text, Schoology, & signage	District Technology Staff & Principals	Websites, Samples of Newsletters, Emails, Signs, etc.	Websites, Samples of Newsletters, Emails, Signs, etc.	May 2021	TBD	May 2021	TBD
Increase parent volunteer opportunities	Principals	Sign-in Sheets, Invitations to Volunteer, Volunteer Record/Log	Sign-in Sheets, Invitations to Volunteer, Volunteer Record/Log	May 2021	None	May 2021	None
Initiative 2: Increase Attendance At Events		Brief Description: Increase Attendance At Events		Monitoring Dates		Estimated cost, funding source, and/or resources	
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	Estimated cost, funding source, and/or resources	Monitoring Dates	Estimated cost, funding source, and/or resources
Offer events at varied times during the day (am & pm) and also online	School Administrators	Sign-in Sheets, Invitations, Agenda/Presentation Materials	Sign-in Sheets, Invitations, Agenda/Presentation Materials	May 2021	None	May 2021	None
Set the expectation for teachers/staff to attend family engagement events	School Administrators	Sign-in Sheets	Sign-in Sheets	August 2020	None	August 2020	None
Offer events to review individual student scores/performance and teach parents to interpret the results, set goals, and learn strategies for improving student achievement	School Administrators	Sign-in Sheets, Invitations, Agenda/Presentation Materials	Sign-in Sheets, Invitations, Agenda/Presentation Materials	May 2021	None	May 2021	None
Initiative 3: Increase Partnerships		Brief Description/Ideal State: Increase Partnerships With Community, Business, And IHE		Monitoring Dates		Estimated cost, funding source, and/or resources	
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	Estimated cost, funding source, and/or resources	Monitoring Dates	Estimated cost, funding source, and/or resources
Invite community, business, and institutes of Higher Education (IHEs) to be a grade level (or school) partner	Principals	Invitations, List of Partners	Invitations, List of Partners	May 2021	None	May 2021	None
Invite community, business, and IHEs to attend school meetings (PTO, Governance, Title I, Other)	Principals	Invitations, List of Partners, Sign-in Sheets	Invitations, List of Partners, Sign-in Sheets	May 2021	None	May 2021	None
Invite community, business, and IHEs to attend parent engagement events	Principals	Invitations, List of Partners, Sign-in Sheets	Invitations, List of Partners, Sign-in Sheets	May 2021	None	May 2021	None
Invite community, business, and IHEs to host virtual field trips	Principals	Invitations, List of Partners, Field Trip List/Calendar	Invitations, List of Partners, Field Trip List/Calendar	May 2021	None	May 2021	None

Goal Area: Learning and Growth ~ Performance Objectives and Measures

Goal Area: Learning and Growth

Performance Objective: Acquire highly qualified and talented people for every position

Performance Measures	Baseline	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5
Increase % or maintain new hires who meet the criteria and training to be highly qualified for open positions	FY: 2020-2021	100% Highly Qualified	Maintain	Maintain	Maintain	Maintain
Increase % of new hires who show proficient or exemplary on the evaluation system (TKES)	FY: 2020-2021	95% Proficient or Exemplary	Increase or maintain	Increase or maintain	Increase or maintain	Increase or maintain

Goal Area: Learning and Growth

Performance Objective: Train/coach highly qualified and talented people for every position

Performance Measures	Baseline	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5
Ensure a quality new employee(s) mentor program is implemented and deemed to be of high quality by participants as measured by survey data. (New or New to Dawson County Schools)	FY: 2020-2021	Maintain 90% or higher satisfaction rate	Maintain 90% or higher satisfaction rate	Maintain 90% or higher satisfaction rate	Maintain 90% or higher satisfaction rate	Maintain 90% or higher satisfaction rate
Increase the number of leadership development opportunities as measured by the number of training offerings (Leadership Training Courses) Utilize professional learning summary form for data	FY: 2020-2021	Increase by 5%	Increase by 5%	Increase by 2%	Increase by 2%	Increase by 1%

Goal Area: Learning and Growth

Performance Objective: Retain highly qualified and talented people for every position

Performance Measures	Baseline	Target Year 1	Target Year 2	Target Year 3	Target Year 4	Target Year 5
Increase % of staff retention rates as measured by yearly resignation for reasons other than retirement. Retain other than retirement. All teachers, exit survey	FY: 2020-2021	Establish or Maintain 90% retention rate	Maintain 90% retention rate	Maintain 90% retention rate	Maintain 90% retention rate	Maintain 90% retention rate

Goal Area: Learning and Growth ~ Initiatives and Action Steps

Goal Area: Learning and Growth				
Performance Objective: Acquire highly qualified and talented people for every position				
Initiative 1: Recruitment Initiative				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	
Estimated cost, funding source, and/or resources				
Evaluate the effectiveness of the recruitment process.	Assistant Superintendent of Human Resources and Operations	Survey data and performance as measured by Teacher Keys Effectiveness System proficient and exemplary evaluations	Teacher Keys Effectiveness System Evaluation and year end surveys: May 2021	Teacher Keys Effectiveness System, Perception Surveys, Human Capital and Time
Form a design team or task force to collect data on current recruitment and hiring procedures	Assistant Superintendent of Human Resources and Operations	# of recruitment events, Teacher Keys Effectiveness System evals for 3 or less years, retention of new employees past 5 year cohort,	Teacher Keys Effectiveness System Evaluations, HR Data on service years and retention rates: Baseline 2021	Teacher Keys Effectiveness System, Perception Surveys, Human Capital and Time
Goal Area: Learning and Growth				
Performance Objective: Train/coach highly qualified and talented people for every position				
Initiative 1: Leadership Development Initiative				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	
Estimated cost, funding source, and/or resources				
Review processes in place for leadership development and training that strengthen opportunities for upward mobility in the system.	Assistant Superintendent of Human Resources and Operations	Minutes from policy review meeting	December 2020	Human Capital and Time
Define steps for mentorship processes and professional learning for leadership development in all job categories.	Assistant Superintendent of Human Resources and Operations	Document outlining mentoring expectations for all job categories	May 2021	Human Capital and Time
Initiative 2: Mentorship Initiative				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	
Estimated cost, funding source, and/or resources				
Strengthen a comprehensive mentoring/induction program across all schools that includes consistent expectations for school-level mentoring; collecting feedback from mentors and mentees annually; and ongoing professional development for returning mentors. Examples of induction and mentoring programs will include: Dawson County Leadership Initiative, new teacher orientation and onboarding processes, local school mentoring programs, ongoing professional learning for those who are new to a lead academic role.	Assistant Superintendent of Human Resources and Operations	Written document outlining school-level expectations; sign in sheets from school-level induction meetings and mentor professional learning; analysis of yearly feedback.	annually in May	Human Capital and Time, Survey and Expectation Development
Goal Area: Learning and Growth				
Performance Objective:				
Initiative 1: Retention Initiative				
Action Steps, Year 1	Primary Person Responsible	What evidence/data will you collect to assess implementation/impact?	Monitoring Dates	
Estimated cost, funding source, and/or resources				
Review and analyze data to determine processes for retention of highly effective personnel and mobility other than retirement reasons.	Assistant Superintendent of Human Resources and Operations	Applications/Surveys	May 2021	Perception Survey, Human Capital and Time
Develop and use staff exit survey to obtain specific data on mobility of employees.	Assistant Superintendent of Human Resources and Operations	Survey Results	May 2021	Exit Survey, Human Capital and Time

Goal Area: Operational Excellence ~ Performance Objectives and Measures

Goal Area: Operational Excellence					
Performance Objective: Ensure effective and efficient operational processes.					
Performance Measures					
Reduce energy consumption per square foot as measured by kilowatt hours and cost per building.	Baseline FY19 (Last Full Yr)	1%	1%	1%	1%
Reduce the average age of transportation fleet as measured by the titles of the transportation fleet.	FY20	Avg Age <=14 yrs	Avg Age <=12 yrs	Avg Age <=11 yrs	Avg Age <=10 yrs
Decrease the number of days to complete work orders for Maintenance and Technology as measured by Work Order Reports.	FY21	5 Days	4.5 Days	3.5 Days	3 Days
Goal Area: Operational Excellence					
Performance Objective: Ensure effective and efficient financial practices.					
Performance Measures					
Maintain unqualified audits as measured by the State Audit Report.	Baseline FY20	Maintain	Maintain	Maintain	Maintain
Increase the number of financial practices professional development opportunities of administration, bookkeepers, and administrative support staff members as measured by the number of training opportunities available each year.	FY20	5%	10%	15%	20%
Goal Area: Operational Excellence					
Performance Objective: Ensure preparedness for growth.					
Performance Measures					
Implement the new Dawson County ESPLOST VI Plan as measured by completed projects.	Baseline FY20	In Progress	In Progress	In Progress	Completion of Plan
Goal Area: Operational Excellence					
Performance Objective: Ensure processes and procedures that focus on safe and secure environments.					
Performance Measures					
Maintain School Nutrition Health and Sanitation Scores at 95 or better as measured by the Local Health Department inspections.	Baseline FY20	95 % or better	95% or better	95% or better	95% or better
Increase the number of safe schools professional development opportunities for staff members as measured by the number of training opportunities available each year.	FY20	5%	10%	15%	20%
Goal Area: Operational Excellence					
Performance Objective: Ensure processes and procedures that focus on safe and secure environments.					
Performance Measures					
Maintain School Nutrition Health and Sanitation Scores at 95 or better as measured by the Local Health Department inspections.	Baseline FY20	95 % or better	95% or better	95% or better	95% or better
Increase the number of safe schools professional development opportunities for staff members as measured by the number of training opportunities available each year.	FY20	5%	10%	15%	20%

Goal Area: Operational Excellence ~ Initiatives and Action Steps

Goal Area: Operational Excellence			
Performance Objective: Ensure effective and efficient operational processes.			
Initiative 1: Work Order System			
Action Steps, Year 1	Brief Description/Ideal State: Timely and Quality Support of Work Orders	Primary Person Responsible	Monitoring Dates
Conduct an annual review and analysis of the work order statistical data	What evidence/data will you collect to assess implementation/impact?	Director of Facilities - Executive Director of Technology	As Needed FY21
Train staff members on the work order processes	Reports - Completed Work Orders	Director of Facilities - Executive Director of Technology	As Needed FY21
Performance Objective: Ensure effective and efficient operational processes.	Completed Work Orders		General Fund
Initiative 2: Transportation and Fleet			General Fund
Action Steps, Year 1	Brief Description/Ideal State: Transportation Replacement		
Report information to GaDOE via the GaDOE Superintendents Transportation Report	What evidence/data will you collect to assess implementation/impact?	Primary Person Responsible	Monitoring Dates
Transportation Report	GaDOE Superintendents Transportation Report	Transportation Director	Annually
Review the GaDOE Superintendents Transportation Report to transportation personnel and Superintendent	GaDOE Superintendents Transportation Report	Transportation Director	Annually
Establish replacement plan with Superintendent	Replacement Plan	Transportation Director	Annually
Goal Area: Operational Excellence			
Performance Objective: Ensure effective and efficient financial practices.			
Initiative 1: Financial Literacy			
Action Steps, Year 1	Brief Description/Ideal State: Effective & Transparent Financial Reporting	Primary Person Responsible	Monitoring Dates
Present budget information at staff and board meetings	What evidence/data will you collect to assess implementation/impact?	Chief Financial Officer	Monthly
Meet with administration, bookkeepers, and administrative support staff members to discuss budgets and expenses	Agendas - Sign In Sheets - Presentations	Chief Financial Officer	Monthly
Financial practices professional development will be offered to administration, bookkeepers, and administrative support staff members.	Agendas - Sign In Sheets - Presentations	Chief Financial Officer	Quarterly
Goal Area: Operational Excellence			
Performance Objective: Ensure preparedness for growth.			
Initiative 1: Technology and Facilities			
Action Steps, Year 1	Brief Description/Ideal State: Reliable and Progressive Technology Infrastructure	Primary Person Responsible	Monitoring Dates
Complete Technology Center	What evidence/data will you collect to assess implementation/impact?	Director of Facilities - Executive Director of Technology	Daily until Completion
Research system needs for Intercom Systems / Cameras / Interactive Flat Panels / Bus Technology	Completed Building	Executive Director of Technology	As Needed
Assess current infrastructure for technology and facilities	Notes - Cost Analysis - Report to Superintendent	Director of Facilities - Executive Director of Technology	As Needed
Goal Area: Operational Excellence			
Performance Objective: Ensure processes and procedures that focus on safe and secure environments.			
Initiative 1: Safety Trainings and Equipment			
Action Steps, Year 1	Brief Description/Ideal State: Efficient Safety Support Plan	Primary Person Responsible	Monitoring Dates
Implement and train staff on the crisis alert button	What evidence/data will you collect to assess implementation/impact?	Safe Schools Coordinator	Quarterly FY21
Maintain and update security entry systems	Agendas-Sign In Sheets-Safety Drills - Training Guide	Director of Facilities - Executive Director of Technology	Daily FY 21
Maintain and update student safety measures for online platforms	Daily Reports via Email - Work Orders	Executive Director of Technology	As Needed FY21
Maintain and upgrade security cameras	Reports via Email, Text, and Phone	Executive Director of Technology	Quarterly FY21
Safety Trainings For School Safety Teams	Work Orders - Assessments	Safe Schools Coordinator	Monthly FY21
	Agendas - Sign In Sheets - Safety Drills - Office of Insurance & Safety Fire Commissioner Drill Reports		Time - Materials
Performance Objective: Ensure processes and procedures that focus on safe and secure environments.			
Initiative 2: Food Safety Training	Brief Description: Quality Nutritional Program		
Action Steps, Year 1	What evidence/data will you collect to assess implementation/impact?	Primary Person Responsible	Monitoring Dates
Conduct Serv Safe Certification annually-Managers and Food Assistants	Certificates - Sign In Sheets - Agenda	Director of School Nutrition	Annually
Report results of statistical analysis of the Georgia Department of Public Health Food Service Establishment Inspection Report to stakeholders	Agenda - Sign In Sheets - Presentations	Director of School Nutrition	Annually
			School Nutrition Fund
			Time - Materials