PCSD Strategic Plan Overview

Strategic Goal Area	Performance Objective	Performance Measures	Initiatives	FY18	FY19	FY20	FY21	FY22
Student Success for ALL	Improve student mastery of standards	Georgia Milestones Scores in Core Content Areas	**Literacy Framework** Description: The district will define a K-12 Literacy Framework.	Conduct research Develop framework	Training on framework Implementation of framework	Implementation of framework Monitor and support implementation	Implementation of framework Monitor and support implementation Evaluate and revise framework	Implementation of framework Monitor and support implementation Evaluate and revise framework
			STEM/STEAM Description: The district will continue to build STEM/STEAM practices and programs.	Monitor and support implementation at all schools Evaluate process Review and revise STEM/STEAM support	Monitor and support implementation at all schools Evaluate process Review and revise STEM/STEAM support	Monitor and support implementation at all schools Evaluate process Review and revise STEM/STEAM support	Monitor and support implementation at all schools Evaluate process Review and revise STEM/STEAM support	Monitor and support implementation at all schools Evaluate process Review and revise STEM/STEAM support
			PLC Data Teams Description: The district will continue to build Data Team PLC practices and programs.	Communicate expectations for implementation Train remaining schools Implement progress checks	Monitor and support implementation at all schools Evaluate process Review and revise Data Teams process	Monitor and support implementation at all schools Evaluate process Review and revise Data Teams process	Monitor and support implementation at all schools Evaluate process Review and revise Data Teams process	Monitor and support implementation at all schools Evaluate process Review and revise Data Teams process
Student Success for ALL	Improve the performance of students in subgroups	Georgia Milestones Scores in ELA and Math for SWD, EL, ED	**POI Articulation** Description: The district will develop a clearly articulated Pyramid of Interventions (POI) framework.	Conduct research Develop POI framework	Training on framework Implementation of framework	Implementation of framework Monitor and support implementation	Implementation of framework Monitor and support implementation Evaluate and revise framework	Implementation of framework Monitor and support implementation Evaluate and revise framework

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Student Success for ALL	Improve the performance of students in subgroups	Georgia Milestones Scores in ELA and Math for SWD, EL, ED	**ESEP Redesign** Description: The district will research and develop a design of services to meet the needs of all ESEP students.	Support Innovative Model work with 2 elementary schools and 1 middle school	Research effective models for staffing and targeted instructional delivery for all SWDs	Develop Innovative Model work for targeted special education programs (ie IRR, AU, ID)	Train and Implement Innovative Model work for district wide implementation	Evaluate and revise Innovation Plans
Student Success for ALL	Perform among the top-achieving districts in the state	District CCRPI Score	**Tiered Support for Schools** Description: The district will provide differentiated support based upon school performance.	Conduct needs assessment Development of Tiered Support Plan	Finalize development of Tiered Support Plan Implementation of Tiered Support Plan Conduct school progress checks Monitor and evaluate the plan Review and revise Tiered Support Plan as needed	Implementation of Tiered Support Plan Monitor and evaluate the plan Review and revise Tiered Support Plan as needed	Implementation of Tiered Support Plan Monitor and evaluate the plan Review and revise Tiered Support Plan as needed	Implementation of Tiered Support Plan Monitor and evaluate the plan Review and revise Tiered Support Plan as needed
Student Success for ALL	Improve student preparation for post-secondary options	Pathway Completers Four-Year Graduation Rate Remedial College Courses Reading Inventory Lexile Data Math Inventory Quantile Data	**Student Profile Monitoring** Description: The district will work with a vendor/partner to develop a student profile report to be used to monitor students' progress in the areas outlined in the Performance Measures.	Form a design team to explore options to develop the student profile report Make recommendations regarding student profile development and potential tools to utilize Complete RFP if necessary for any tools needed	Develop protocol Develop implementation plan	Implementation of the Student Profile Monitoring Plan	Monitor and evaluate the plan	Monitor and evaluate the plan

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Communication and Engagement	Increase effective advisement	Survey Results Needs Assessment Results	**Student Advisement** Description: The district will increase stakeholder engagement in the student advisement process.	Establish Advisement Task Force Research effective advisement practices, programs, PL and communication tools	Review and revise Advisement Program Conduct needs assessment	Implement Advisement and Communication Plans	Monitor and support implementation	Monitor and support implementation
			Teachers as Advisors Description: The district will increase teacher knowledge of the student advisement process.	N/A	Develop PL to support district teachers and counselors (K-12) Train district staff	Monitor and support implementation	Monitor and support implementation	Monitor and support implementation
Communication and Engagement	Cultivate community partnerships that prepare students for college and careers	Number of District and School Partners	**Partners in Education** Description: The district will increase the number of district and school level partnerships.	Establish Partners In Education Committee Conduct needs assessment Research effective PIE Programs Revise and implement PIE Program	Monitor and support implementation	Monitor and support implementation	Monitor and support implementation	Monitor and support implementation
Communication and Engagement	Utilize effective communication strategies	Parent Survey Communication Training Data	**Communication Training** Description: The district will provide district staff with training designed to improve communication and customer service skills.	Establish Customer Service Committee Research effective Customer Service Programs	Train on PBIS & Capturing Kids Hearts Conduct needs assessment Research and design a Customer Service Recognition Program	Implement customer service training to all district employees	Monitor and support implementation	Monitor and support implementation

Strategic Goal Area	Performance Objective	Performance Measures	Initiatives	FY18	FY19	FY20	FY21	FY22
Cultivating and Retaining Quality Professionals	Identify and retain high quality personnel	CPI Data Percentage of employees leaving for reasons other than retirement – BOE Report	**Retention Initiative** Description: The district will implement a plan for increasing retention of high quality staff.	Evaluate New Teacher Orientation, Induction, and mentoring programs Create and implement mandatory exit survey	Review and revise New Teacher Orientation, Induction, and mentoring programs Monitor and support implementation Analyze exit survey data	Review and revise New Teacher Orientation, Induction, and mentoring programs Monitor and support implementation Analyze exit survey data	Monitor and support implementation Analyze exit survey data	Monitor and support implementation Analyze and exit survey data
			Recruitment Plan Initiative Description: The district will implement a plan for increasing the effectiveness of recruiting efforts.	Recruitment team conduct needs assessment Implement strategies to meet specific recruitment needs	Recruitment team conduct needs assessment Implement strategies to meet specific recruitment needs	Recruitment team conduct needs assessment Implement strategies to meet specific recruitment needs	Recruitment team conduct needs assessment Implement strategies to meet specific recruitment needs	Recruitment team conduct needs assessment Implement strategies to meet specific recruitment needs
Cultivating and Retaining Quality Professionals	Build staff capacity	Percentage of teachers scoring proficient or above on summative TKES evaluation PLG Data from TKES	**Job-embedded Professional Learning** Description: The district will support job-embedded professional learning (PL) and Professional Learning Communities (PLCs).	Conduct needs assessment Review research on best practices Review, revise, and implement District PL Plan Implement and monitor job-embedded PL and PLC work	Conduct Title II/PL Survey and needs assessment Review and revise District Improvement Plan Implement and monitor District PL Plan and monitor job-embedded PL and PLC work	Conduct Title II/PL Survey and needs assessment Review and revise District Improvement Plan Implement and monitor District PL Plan and monitor job-embedded PL and PLC work	Conduct Title II/PL Survey and needs assessment Review and revise District Improvement Plan Implement and monitor District PL Plan and monitor job-embedded PL and PLC work	Conduct Title II/PL Survey and needs assessment Review and revise District Imp. Plan Implement and monitor District PL Plan and monitor job-embedded PL and PLC work
Cultivating and Retaining Quality Professionals	Increase succession planning at all levels	Percentage of openings filled by participants of Leadership Programs	**Expand Leadership Dev. Program Opportunities** Description: The district will partner with Kennesaw State University to implement a Principal Academy.	Evaluate current leadership program Conduct needs assessment	Implement leadership development program Survey participants Analyze results	Monitor and support implement leadership development program Survey participants and analyze results	Monitor and support implement leadership development program Survey participants and analyze results	Monitor and support implement leadership development program Survey participants and analyze results

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Organizational Excellence	Enhance the safe and effective learning environments	Attendance Data (6 or more absences) OSS/ISS Data (1 day)	**Positive Behavior Initiative** Description: The district will support implementation of positive behavior support programs within each local school.	Full Implementation of PBIS by 6 trained schools Select and train additional schools	Monitor schools/analyze data of those implementing program Train additional schools	Monitor schools/analyze data of those implementing program Train additional schools	Monitor schools/analyze data of those implementing program Train additional schools	Monitor schools/analyze data of those implementing program Train additional schools
			Safe Schools Initiative Description: The district will utilize the existing stakeholder Safe Schools oversight committee to refocus the mission and identify safety concerns within the district.	Review/restructure the mission of Safe Schools Oversight Committee Analyze existing safety data	Make recommendations for updating district safety protocols/policies Implement safety upgrades	Monitor safety protocols/policies thru district safety walks Review safety data	Monitor safety protocols/policies thru district safety walks Review safety data	Monitor safety protocols/policies thru district safety walks Review safety data
			Positive Attendance Initiative Description: The district will provide initiatives to improve student attendance.	Create a positive attendance committee Review district data	Research positive attendance initiatives and/or conduct site visits of other districts Recommend initiatives	Implement recommended initiatives	Monitor data and provide support on attendance initiatives	Monitor data and provide support on attendance initiatives
Organizational Excellence	Enhance the safe and effective learning environments	Work order completion and customer service	**Excellent Facility Maintenance** Description: The district will strive to quickly evaluate and make repairs to all facilities within 14 days of work order submission and acceptance.	Training to facility staff on utilizing work order program Develop communication protocol with supervisors and local building contacts	Develop Customer Service Survey Administer Survey Monitor work order completion timeline	Monitor work order completion Administer survey Analyze survey data Provide additional training to staff based upon data	Monitor work order completion Administer survey Utilize data to determine next steps for excellent customer service	Monitor work order completion Administer survey Utilize data to determine next steps for excellent customer service
Organizational Excellence	Enhance the safe and effective learning environments	Breakfast/Lunch Participation	**SNP Customer Service** Description: The district will improve customer service to increase the number of students participating in school nutrition breakfast and lunch.	Utilize social media for positive marketing and press releases Develop awards and recognition program	Monitor participation data Develop meal pattern education and new signage Train sales staff	Monitor participation data Revise department improvement plan	Monitor participation data Revise department improvement plan	Monitor participation data Revise department improvement plan

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Organizational Excellence	Enhance the safe and effective learning environments	Percentage of on time bus arrivals	**Transportation: On Time, Every Time** Description: The district will work to ensure that all buses arrive at schools each morning in a timely manner for student drop off.	Develop a three-tier rounding scheme Conduct driver training on expectations for on time arrival	Add on time arrival as part of performance evaluation, Study attendance incentive Conduct meetings to evaluate on time arrivals	Implement driver attendance incentive Monitor on time arrivals through weekly supervisory meetings Implement GPS Navigation Tablets for substitute drivers	Monitor driver attendance incentive Monitor on time arrivals through weekly supervisory meetings	Monitor driver attendance incentive Monitor on time arrivals through weekly supervisory meetings
Organizational Excellence	Sustain excellent financial stewardship	Annual Financial Audits and Efficiency Rating 65% of Budget Allocation to Instruction Function (General Fund)	**Improve budget communication with local schools** Description: The district will bring key stakeholders into the budget conversation, reminding them of the budget objectives and detailing the importance of best practices and their input on a successful budget.	Develop budget workshops for local school accounting (LSA) Conduct LSA pre-planning Develop semi-annual Business Services budget meetings	Offer budget workshops for local school accounting (LSA) Conduct LSA pre-planning Hold semi-annual Business Services budget meetings	Offer budget workshops for local school accounting (LSA) Conduct LSA pre-planning Hold semi-annual Business Services budget meetings	Offer budget workshops for local school accounting (LSA) Conduct LSA pre-planning Hold semi-annual Business Services budget meetings	Offer budget workshops for local school accounting (LSA) Conduct LSA pre-planning Hold semi-annual Business Services budget meetings .
			Develop audit succession plan Description: The district will expose key Business Services personnel to the full audit process, in order to develop the skill sets to successfully manage future audit engagements.	Form an audit advisory committee to expose audit activity to key Business Services Employees.	Conduct audit advisory meetings as developed in FY2018 Develop a framework for succession planning	Conduct audit advisory meetings as developed in FY2018 Initiate succession plan	Conduct audit advisory meetings as developed in FY2018 Initiate succession plan	Conduct audit advisory meetings as developed in FY2018 Initiate succession plan
Organizational Excellence	Provide resources to support needs	Technology equipment inventory Infrastructure status Technology maintenance schedule	**Enhance technology infrastructure, equipment, and systems through annual refresh and maintenance** Description: The district will refresh and/or update a minimum of 20% of technology equipment and systems annually.	Refresh and/or update a minimum of 20% of obsolete technology equipment and systems	Refresh and/or update a minimum of 20% of obsolete technology equipment and systems	Refresh and/or update a minimum of 20% of obsolete technology equipment and systems	Refresh and/or update a minimum of 20% of obsolete technology equipment and systems	Refresh and/or update a minimum of 20% of obsolete technology equipment and systems

Performance Objectives

Strategic Goal Areas

Student Success for All ← Improve students mastery of standards ← Improve the performance of students in subgroups ← Perform among top achieving districts in the state ← Improve student preparation for post secondary options

Communication and Engagement ← Increase effective advisement ← Utilize effective communication strategies ← Cultivate community partnerships that prepare students for college and workforce

Cultivating and Retaining Quality Professionals ← Identify and retain high quality personnel ← Build staff capacity ← Increase succession planning at all levels

Organizational Excellence ← Enhance safe and effective learning environments ← Sustain excellent financial stewardship ← Provide resources to support needs

PAULDING COUNTY SCHOOL DISTRICT

For Success Today and Tomorrow

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