

Goal Area 1: Student Success with Equity and Access
Performance Objective 1.1: Improve student mastery of learning standards

Performance Measure (SMART Goals)	Leader	Baseline 2018-19	Mid-Year Review	Target 1 2019-20	Actual 2019-20	Target 2 2020-21	Actual 2020-21	Target 3 2021-22	Actual 2021-22	Target 4 2022-23	Actual 2022-23	Target 5 2023-24	Actual 2023-24
Increase the percentage of elementary school students achieving content mastery (proficient and above) in ELA as measured by the CCRPI	Stepney	<u>37.76%</u>	End-of-Year Data Metric Only	40.76%	TBD	43.76%	TBD	46.76%	TBD	49.76%	TBD	52.76%	TBD
Increase the percentage of elementary school students achieving content mastery (proficient and above) in Mathematics as measured by the CCRPI	Stepney	<u>37.50%</u>	End-of-Year Data Metric Only	40.50%	TBD	43.50%	TBD	46.50%	TBD	49.50%	TBD	52.50%	TBD
Increase the percentage of elementary school students achieving content mastery (proficient and above) in Science as measured by the CCRPI	Stepney	<u>36.00%</u>	End-of-Year Data Metric Only	39.00%	TBD	42.00%	TBD	45.00%	TBD	48.00%	TBD	51.00%	TBD
Increase the percentage of elementary school students achieving content mastery (proficient and above) in Social Studies as measured by the CCRPI	Stepney	<u>23.32%</u>	End-of-Year Data Metric Only	26.32%	TBD	29.32%	TBD	32.32%	TBD	35.32%	TBD	38.32%	TBD
Increase the percentage of middle school students achieving content mastery (proficient and above) in ELA as measured by the CCRPI	Stepney	<u>35.97%</u>	End-of-Year Data Metric Only	38.97%	TBD	41.97%	TBD	44.97%	TBD	47.97%	TBD	50.97%	TBD
Increase the percentage of middle school students achieving content mastery (proficient and above) in Mathematics as measured by the CCRPI	Stepney	<u>30.29%</u>	End-of-Year Data Metric Only	33.29%	TBD	36.29%	TBD	39.29%	TBD	42.29%	TBD	45.29%	TBD
Increase the percentage of middle school students achieving content mastery (proficient and above) in Science as measured by the CCRPI	Stepney	<u>30.15%</u>	End-of-Year Data Metric Only	33.15%	TBD	36.15%	TBD	39.15%	TBD	42.15%	TBD	45.15%	TBD
Increase the percentage of middle school students achieving content mastery (proficient and above) in Social Studies as measured by the CCRPI	Stepney	<u>29.20%</u>	End-of-Year Data Metric Only	32.20%	TBD	35.20%	TBD	38.20%	TBD	41.20%	TBD	44.20%	TBD
Increase the percentage of high school students achieving content mastery (proficient and above) in ELA as measured by the CCRPI	Stepney	<u>42.55%</u>	End-of-Year Data Metric Only	45.55%	TBD	48.55%	TBD	51.55%	TBD	54.55%	TBD	57.55%	TBD

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Increase the percentage of high school students achieving content mastery (proficient and above) in Mathematics as measured by the CCRPI	Stepney	<u>29.17%</u>	End-of-Year Data Metric Only	32.17%	TBD	35.17%	TBD	38.17%	TBD	41.17%	TBD	44.17%	TBD
Increase the percentage of high school students achieving content mastery (proficient and above) in Science as measured by the CCRPI	Stepney	<u>31.59%</u>	End-of-Year Data Metric Only	34.59%	TBD	37.59%	TBD	40.59%	TBD	43.59%	TBD	46.59%	TBD
Increase the percentage of high school students achieving content mastery (proficient and above) in Social Studies as measured by the CCRPI	Stepney	<u>45.11%</u>	End-of-Year Data Metric Only	48.11%	TBD	51.11%	TBD	54.11%	TBD	57.11%	TBD	60.11%	TBD
Increase the percentage of elementary school students achieving progress (SGP 41 and above) in ELA as measured by the CCRPI	Stepney	<u>63.16%</u>	End-of-Year Data Metric Only	66.16%	TBD	69.16%	TBD	72.16%	TBD	75.16%	TBD	78.16%	TBD
Increase the percentage of elementary school students achieving progress (SGP 41 and above) in Mathematics as measured by the CCRPI	Stepney	<u>62.28%</u>	End-of-Year Data Metric Only	65.28%	TBD	68.28%	TBD	71.28%	TBD	74.28%	TBD	77.28%	TBD
Increase the percentage of elementary school students achieving progress (moved one band or more) in English Language Proficiency as measured by the CCRPI	Stepney	<u>73.40%</u>	End-of-Year Data Metric Only	76.40%	TBD	79.40%	TBD	82.40%	TBD	85.40%	TBD	88.40%	TBD
Increase the percentage of middle school students achieving progress (SGP 41 and above) in ELA as measured by the CCRPI	Stepney	<u>58.32%</u>	End-of-Year Data Metric Only	61.32%	TBD	64.32%	TBD	67.32%	TBD	70.32%	TBD	73.32%	TBD
Increase the percentage of middle school students achieving progress (SGP 41 and above) in Mathematics as measured by the CCRPI	Stepney	<u>59.62%</u>	End-of-Year Data Metric Only	62.62	TBD	65.62%	TBD	68.62%	TBD	71.62%	TBD	74.62%	TBD
Increase the percentage of middle school students achieving progress (moved one band or more) in English Language Proficiency as measured by the CCRPI	Stepney	<u>37.52%</u>	End-of-Year Data Metric Only	40.52%	TBD	43.52%	TBD	46.52%	TBD	49.52%	TBD	52.52%	TBD
Increase the percentage of high school students achieving progress (SGP 41 and above) in ELA as measured by the CCRPI	Stepney	<u>57.67%</u>	End-of-Year Data Metric Only	60.67%	TBD	63.67%	TBD	66.67%	TBD	69.67%	TBD	72.67%	TBD

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Increase the percentage of high school students achieving progress (SGP 41 and above) in Mathematics as measured by the CCRPI	Stepney	<u>61.81%</u>	End-of-Year Data Metric Only	64.81%	TBD	67.81%	TBD	70.81%	TBD	73.81%	TBD	76.81%	TBD
Increase the percentage of high school students achieving progress (moved one band or more) in English Language Proficiency as measured by the CCRPI	Stepney	<u>49.34%</u>	End-of-Year Data Metric Only	52.34%	TBD	55.34%	TBD	58.34%	TBD	61.34%	TBD	64.34%	TBD
Increase the percentage of elementary school students demonstrating readiness in literacy as measured by the CCRPI	Stepney	<u>46.59%</u>	End-of-Year Data Metric Only	49.59%	TBD	52.59%	TBD	55.59%	TBD	58.59%	TBD	61.59%	TBD
Increase the percentage of elementary school students demonstrating readiness in student attendance as measured by the CCRPI	Stepney	<u>87.62%</u>	End-of-Year Data Metric Only	89.62%	TBD	91.62%	TBD	93.62%	TBD	95.62%	TBD	97.62%	TBD
Increase the percentage of elementary school students demonstrating readiness in beyond the core as measured by the CCRPI	Stepney	<u>97.92%</u>	End-of-Year Data Metric Only	98.92%	TBD	99.92%	TBD	100%	TBD	100%	TBD	100%	TBD
Increase the percentage of middle school students demonstrating readiness in literacy as measured by the CCRPI	Stepney	<u>51.88%</u>	End-of-Year Data Metric Only	54.88%	TBD	57.88%	TBD	60.88%	TBD	63.88%	TBD	66.88%	TBD
Increase the percentage of middle school students demonstrating readiness in student attendance as measured by the CCRPI	Stepney	<u>86.59%</u>	End-of-Year Data Metric Only	88.59%	TBD	90.59%	TBD	92.59%	TBD	94.59%	TBD	96.59%	TBD
Increase the percentage of middle school students demonstrating readiness in beyond the core as measured by the CCRPI	Stepney	<u>99.15%</u>	End-of-Year Data Metric Only	100%	TBD	100%	TBD	100%	TBD	100%	TBD	100%	TBD
Increase the percentage of high school students demonstrating readiness in literacy as measured by the CCRPI	Stepney	<u>57.16%</u>	End-of-Year Data Metric Only	60.16%	TBD	63.16%	TBD	66.16%	TBD	69.16%	TBD	72.16%	TBD
Increase the percentage of high school students demonstrating readiness in student attendance as measured by the CCRPI	Stepney	<u>73.97%</u>	End-of-Year Data Metric Only	75.97%	TBD	77.97%	TBD	79.97%	TBD	81.97%	TBD	83.97%	TBD

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Increase the percentage of high school students demonstrating readiness in accelerated enrollment as measured by the CCRPI	Stepney	<u>44.37%</u>	End-of-Year Data Metric Only	47.37%	TBD	50.37%	TBD	53.37%	TBD	56.37%	TBD	59.37%	TBD
Increase the percentage of high school students demonstrating readiness in pathway completion as measured by the CCRPI	Stepney	<u>81.63%</u>	End-of-Year Data Metric Only	84.63%	TBD	87.63%	TBD	90.63%	TBD	93.63%	TBD	96.63%	TBD
Increase the percentage of high school students demonstrating readiness in college and career readiness as measured by the CCRPI	Stepney	<u>50.48%</u>	End-of-Year Data Metric Only	53.48%	TBD	56.48%	TBD	59.48%	TBD	62.48%	TBD	65.48%	TBD

Performance Objective 1.2: Provide academically rigorous courses and/or pathways

Increase the percentage of students accessing and participating in accelerated enrollment (AP, IB, and dual enrollment) as measured by the CCRPI	Stepney	<u>56.77%</u>	End-of-Year Data Metric Only	59.77%	TBD	62.77%	TBD	65.77%	TBD	68.77%	TBD	71.77%	TBD
Increase the evidence-based reading and writing mean scaled score on the Scholastic Aptitude Test (SAT)	Stepney	<u>509</u>	End-of-Year Data Metric Only	514	TBD	519	TBD	524	TBD	529	TBD	534	TBD
Increase the mathematics mean scaled score on the Scholastic Aptitude Test (SAT)	Stepney	<u>485</u>	End-of-Year Data Metric Only	491	TBD	497	TBD	503	TBD	509	TBD	515	TBD
Increase the average composite score on the American College Test (ACT)	Stepney	<u>19.9</u>	End-of-Year Data Metric Only	20.4	TBD	20.9	TBD	21.4	TBD	21.9	TBD	22.4	TBD

Performance Objective 1.3: Increase graduation rate

Increase the graduation rate of the 4-year cohort	Stepney Tinsley	<u>73.41%</u>	End-of-Year Data Metric Only	76.41%	TBD	79.41%	TBD	82.41%	TBD	85.41%	TBD	88.41%	TBD
Increase the graduation rate of the 5-year cohort	Stepney Tinsley	<u>77.82%</u>	End-of-Year Data Metric Only	80.82%	TBD	83.82%	TBD	86.82%	TBD	89.82%	TBD	92.82%	TBD
Increase the 4-and 5-year graduation rate (CCRPI component)	Stepney Tinsley	<u>74.9%</u>	End-of-Year Data Metric Only	77.9%	TBD	80.9%	TBD	83.9%	TBD	86.9%	TBD	89.9%	TBD

Goal Area 2: Stakeholder Engagement and Communication													
Performance Objective 2.1: Increase the effectiveness of stakeholder engagement experiences													
Performance Measure (SMART Goals)	Leader	Baseline 2018-19	Mid-Year Review	Target 1 2019-20	Actual 2019-20	Target 2 2020-21	Actual 2020-21	Target 3 2021-22	Actual 2021-22	Target 4 2022-23	Actual 2022-23	Target 5 2023-24	Actual 2023-24
Increase the percentage of parents who somewhat agree or strongly agree that the engagement experience(s) are of value to them as measured by the Georgia Parent School Climate Survey (item numbers 13-15, 21-24)	Tinsley	83%	End-of-Year Data Metric Only	85%	TBD	87%	TBD	89%	TBD	91%	TBD	93%	TBD
Performance Objective 2.2: Improve opportunities for innovative stakeholder collaboration													
*Increase the number of district grants received annually	Frazer	13	15	14	TBD	15	TBD	16	TBD	17	TBD	18	TBD
Performance Objective 2.3: Improve and ensure effective district internal and external communication													
Increase the number of followers on major social media platforms	Kirkland	43,938	49,907	48,332	TBD	53,165	TBD	58,482	TBD	64,330	TBD	70,763	TBD

*Note: A district grant is funding provided in response to a competitive grant, whereas the grant recipient is the sole applicant or co-applicant in a department within the district office and an account is established in the district's finance department. This would not include Entitlement Grants which are state or federal formula grants that are usually generated and distributed to school districts through the state based on census data, population, numbers of students, etc.

Goal Area 3: Staff Effectiveness													
Performance Objective 3.1: Recruit highly qualified staff													
Performance Measure (SMART Goals)	Leader	Baseline 2018-19	Mid-Year Review	Target 1 2019-20	Actual 2019-20	Target 2 2020-21	Actual 2020-21	Target 3 2021-22	Actual 2021-22	Target 4 2022-23	Actual 2022-23	Target 5 2023-24	Actual 2023-24
Increase the percentage of hired fully-certified candidates	Woodard	<u>87%</u>	92%	90%	TBD	95%	TBD	96%	TBD	96%	TBD	98%	TBD
Increase the percentage of certified vacancies filled by the first day of school	Woodard	<u>99%</u>	99%	99%	TBD	99%	TBD	99%	TBD	100%	TBD	100%	TBD
Increase the percentage of classified vacancies filled by the first day of school	Woodard	<u>88%</u>	90%	90%	TBD	95%	TBD	97%	TBD	98%	TBD	98%	TBD
Increase the percentage of substitute fill rate for teacher absences	Woodard	<u>72%</u>	79%	90%	TBD	92%	TBD	93%	TBD	95%	TBD	97%	TBD
Performance Objective 3.2: Develop a high performing staff													
Increase the percentage of certified staff with proficient or higher evaluation ratings annually	Woodard	<u>98%</u>	End-of-Year Data Metric Only	99%	TBD	99%	TBD	99%	TBD	99%	TBD	99%	TBD
Increase the percentage of classified staff with proficient or higher evaluation ratings annually	Woodard	<u>97%</u>	End-of-Year Data Metric Only	98%	TBD	98%	TBD	98%	TBD	98%	TBD	98%	TBD
Performance Objective 3.3: Retain highly effective staff													
Increase the percentage of teachers retained after two (2) years of employment	Woodard	<u>71%</u>	End-of-Year Data Metric Only	85%	TBD	90%	TBD	95%	TBD	95%	TBD	99%	TBD
Increase the percentage of teachers retained after five (5) years of employment	Woodard	<u>75%</u>	End-of-Year Data Metric Only	90%	TBD	93%	TBD	95%	TBD	97%	TBD	99%	TBD
Increase the percentage of classified employees retained after two (2) years of employment	Woodard	<u>72%</u>	End-of-Year Data Metric Only	85%	TBD	90%	TBD	93%	TBD	97%	TBD	97%	TBD
Increase the percentage of classified employees retained after five (5) years of employment	Woodard	<u>76%</u>	End-of-Year Data Metric Only	88%	TBD	90%	TBD	92%	TBD	95%	TBD	97%	TBD

Goal Area 4: Culture and Climate													
Performance Objective 4.1: Create and maintain a safe, orderly, positive learning environment for all													
Performance Measure (SMART Goals)	Leader	Baseline 2018-19	Mid-Year Review	Target 1 2019-20	Actual 2019-20	Target 2 2020-21	Actual 2020-21	Target 3 2021-22	Actual 2021-22	Target 4 2022-23	Actual 2022-23	Target 5 2023-24	Actual 2023-24
Increase the percentage of schools scoring 95% and above on the Safe Schools audit rating	Tinsley	94%	End-of-Year Data Metric Only	95%	TBD	96%	TBD	97%	TBD	97%	TBD	97.5%	TBD
Decrease the number of in-school suspensions (ISS) for all students	Tinsley	10,608	End-of-Year Data Metric Only	10,078	TBD	9,575	TBD	9,096	TBD	8,641	TBD	8,208	TBD
Decrease the number of out-of-school suspensions (OSS) for all students	Tinsley	14,881	End-of-Year Data Metric Only	14,137	TBD	13,430	TBD	12,758	TBD	12,120	TBD	11,513	TBD
Performance Objective 4.2: Establish and maintain clear and high expectations for excellence for all stakeholders													
Increase the percentage of schools receiving four (4) stars or higher on the CCRPI School Climate Star rating	Tinsley	44.9%	End-of-Year Data Metric Only	46%	TBD	48%	TBD	50%	TBD	52%	TBD	54%	TBD
Performance Objective 4.3: Cultivate culturally responsive learning environments for all													
Increase the percentage of elementary school students who meet achievement rate improvement targets as measured in the closing gaps component of the CCRPI	Stepney Tinsley	100%	End-of-Year Data Metric Only	100%	TBD	100%	TBD	100%	TBD	100%	TBD	100%	TBD
Increase the percentage of middle school students who meet achievement rate improvement targets as measured in the closing gaps component of the CCRPI	Stepney Tinsley	89.5%	End-of-Year Data Metric Only	91.5%	TBD	93.5%	TBD	95.5%	TBD	97.5%	TBD	99.5%	TBD
Increase the percentage of high school students who meet achievement rate improvement targets as measured in the closing gaps component of the CCRPI	Stepney Tinsley	76.3%	End-of-Year Data Metric Only	82.3%	TBD	85.3%	TBD	88.3%	TBD	91.3%	TBD	94.3%	TBD
Performance Objective 4.4: Provide support for social and emotional learning for all													
Increase the percentage of staff trained in Mental Health awareness	Tinsley	74%	End-of-Year Data Metric Only	80%	TBD	85%	TBD	90%	TBD	95%	TBD	100%	TBD
Increase the percentage of staff trained in cultural competency and cultural awareness	Tinsley	<1%	End-of-Year Data Metric Only	35%	TBD	55%	TBD	70%	TBD	85%	TBD	95%	TBD

Goal Area 5: Organizational Excellence													
Performance Objective 5.1: Ensure excellent financial management													
Performance Measure (SMART Goals)	Leader	Baseline 2018-19	Mid-Year Review	Target 1 2019-20	Actual 2019-20	Target 2 2020-21	Actual 2020-21	Target 3 2021-22	Actual 2021-22	Target 4 2022-23	Actual 2022-23	Target 5 2023-24	Actual 2023-24
Ensure a general fund balance of a minimum of 7% of the total budget	Morales	<u>117.5 mil</u>	End-of-Year Data Metric Only	100 mil	TBD	120 mil	TBD	120 mil	TBD	120 mil	TBD	120 mil	TBD
Maintain and improve the district's overall credit ratings	Morales	<u>Aa1/AA+</u>	End-of-Year Data Metric Only	Aa1/AA+	TBD	Aa1/AA+	TBD	Aa2/AA+	TBD	Aa2/AA+	TBD	Aa3/AA+	TBD
Performance Objective 5.2: Ensure efficient use of resources													
Increase the percentage of budget integrity as measured by an analysis of the percentage of budget to actual expenditures	Morales	<u>100%</u>	35%	100%	TBD	100%	TBD	100%	TBD	100%	TBD	100%	TBD
Increase the percentage of school based expenditures to budget (teacher allotment to actual/school budgeted expenditures)	Morales	<u>100%</u>	30%	100%	TBD	100%	TBD	100%	TBD	100%	TBD	100%	TBD
Increase the percentage of budget units and line items that are under-expended within budget (non-school based)	Morales	<u>90%</u>	99%	90%	TBD	90%	TBD	90%	TBD	100%	TBD	100%	TBD
Increase the percentage of breakfast participation rate (elementary through secondary)	Morales	<u>32.5%</u>	34.54%	35%	TBD	37.5%	TBD	40%	TBD	42.5%	TBD	45%	TBD
Increase the percentage of lunch participation rate (elementary through secondary)	Morales	<u>67.5%</u>	65.80%	70%	TBD	72.5%	TBD	75%	TBD	77.5%	TBD	80%	TBD
Increase the percentage of on-time bus arrival	Drake	<u>89%</u>	91%	91%	TBD	92%	TBD	94%	TBD	95%	TBD	96%	TBD

Goal Area 6: Facilities													
Performance Objective 6.1: Improve and maintain facility conditions													
Performance Measure (SMART Goals)	Leader	Baseline 2018-19	Mid-Year Review	Target 1 2019-20	Actual 2019-20	Target 2 2020-21	Actual 2020-21	Target 3 2021-22	Actual 2021-22	Target 4 2022-23	Actual 2022-23	Target 5 2023-24	Actual 2023-24
Reduce the cumulative total number of open work orders in the system (all work orders open as of June 30 each FY)	Drake	<u>2,374</u>	2,467	2,300	TBD	2,200	TBD	2,100	TBD	2,000	TBD	1,900	TBD
Reduce the average number of days work orders are open (all work orders open at any time each FY)	Drake	<u>58</u>	62	53	TBD	50	TBD	47	TBD	44	TBD	41	TBD
Increase the percentage of work orders closed within thirty (30) days (all work orders open at any time FY)	Drake	<u>58%</u>	79%	60%	TBD	63%	TBD	66%	TBD	69%	TBD	70%	TBD
Performance Objective 6.2: Ensure that educational facilities meet programmatic needs													
Increase the percentage of schools that meet 100% of key educational specifications	Drake	<u>N/A</u>	End-of-Year Data Metric Only	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Reduce the number of portable classrooms (TBD based upon a Comprehensive Master Plan)	Drake	<u>418</u>	400	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Reduce the number of schools that are over capacity (TBD based upon a Comprehensive Master Plan)	Drake	<u>53</u>	50	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Reduce the number of schools that are under capacity (TBD based upon a Comprehensive Master Plan)	Drake	<u>14</u>	21	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Performance Objective 6.3: Develop and increase sustainable funding for facilities													
Increase funding revenue for strategic facilities repair or system replacement	Drake	<u>\$6M</u>	\$6.6M	\$7M	TBD	\$11M	TBD	\$15M	TBD	\$19M	TBD	\$23M	TBD
Increase funding for facilities maintenance staffing	Drake	<u>\$8M</u>	\$11M	\$11M	TBD	\$12M	TBD	\$13M	TBD	\$15M	TBD	\$15M	TBD