

**WASHINGTON COUNTY  
SCHOOL DISTRICT  
BALANCE SCORECARD 2020-2021**

**BIG-6 Strategic Districtwide Goals Results  
June 30, 2021**

**DISTRICTWIDE STRATEGIC PLAN  
ACCOUNTABILITY MONITORING FOR  
FOCUSED-ONGOING SCHOOL IMPROVEMENT**

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# WASHINGTON COUNTY SCHOOL SYSTEM

Communication, Collaboration, and Collecting & Leveraging Data

Our Systemic Process: Product, People, and Processes (Systems Thinking via SMART Actions)

Monitoring Our BIG-6 Strategic Goals for 2020-2021

## Goal 1: Districtwide Leadership SMART Team

By the end of the school term FY 21, 90% of Districtwide Leadership Smart Team members, Teacher Administrators, and Teacher Administrator Trainees will have proficient (3.5 out of 4 rating average from survey) understanding application of Systems Thinking and SMART Teaming principles to drive positive and safe school climates via survey results. Note: Evidence of effectiveness will triangulate with student progress monitoring (e.g. Aimsweb Plus, RI, MI, IReady, Accadience, Numeracy, and 360 Suite, Pass/Fail Rates, IDEA, and MTSS).

Objectives:

- A. By the end of the 2020 - 2021 school year 85% of teachers or greater in the WCSD will apply with fidelity the established Committed Norms as measured by TKES and leadership observations.
- B. By the end of the 2020 - 2021 school year all schools in the Washington County School District will complete 90% or greater of each required drill as documented on the Washington County School District Required Drill Form.
- C. By the end of the 2020 - 2021 school year 90% or greater of Teacher Administrators and Teacher Trainees will participate and complete the WCSD "For Us By Us" Professional Learning Series as documented by their PSC Professional Learning artifacts.

Objectives	Cognia	Strategic Plan	Baseline	1st Quarter Formative (45 days) Aug/Sept.2020	2nd Quarter Formative (45 days) Oct/Nov. 2020	3 <sup>rd</sup> Quarter Formative (45 days) Jan/Feb. 2021	4 <sup>th</sup> Quarter Formative (45 days) April/May 2021	Target Achieved
Objective A	1.6, 2.1, 2.2	Yes	0%	Planning Stage	In progress 30%	Principals' 25-Point Inspection Reports; Districtwide the confidence	Pending Survey Results  The Teacher Survey's Results will be	Did Not Achieve

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						level was 60%	compared to the Principals' 25-Inspection Report and Data Talks to determine if the level of fidelity with implementation was achieved	
						In the 4th Quarter a Teacher Survey will be completed to triangulate the data		
<b>Objective B</b>	<b>1.7</b>	<b>Yes</b>	<b>0%</b>	<b>Planning Stage</b>	<p>In progress Principals are on track with the required safety drills calendar</p> <p>Presently, all schools have completed 50% of the required safety drills</p>	<p>80% of the drills are completed</p> <p>Making progress as each principal is sending an email to Mr. Coneway after each drill conducted</p> <p>Each principal is asked to go to the Fire portal to report that they have completed each monthly drill. Note: Some of the drills this year were modified due to COVID-19</p>	<p>Confirmation from Mr. Coneway via a final phone conference with the principals that each school completed all required drills at 100% modified</p> <p>See Summary Form completed by the principals</p>	<b>Achieved. 100% Completed</b>

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						safety protocols		
<b>Objective C</b>	<b>1.9</b>	<b>Yes</b>	<b>0%</b>	<b>Planning Stage</b>	<b>In progress Orientation held October 2020. Presently, 80% participation rate</b>	<b>85% in track</b>	<b>90% of the FUBU participants to date, have participated in the FUBU training sessions.</b>  <b>All monthly training sessions are completed. Each participant will complete a Self-reflection Survey for effectiveness &amp; impact measures</b>  <b>From the FUBU Program: 3 participants advanced to a full-time Assistant Principal role in FY22. All will participate in the 2-year of FUBU</b>	<b>Achieved 100% Completed</b>

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							in FY22, most will participate in the Governor's School Leadership Academy Program FY22, and four will complete their Leadership Certification Program at the end of May 2021	
<b>Key Performance Measures</b>								
<b>Indicators</b>		<b>45-Day Formative Review</b>	<b>45-Day Formative Review</b>	<b>45-Day Formative Review</b>	<b>45-Day Formative Review</b>	<b>45-Day Formative Review</b>	<b>Target Achieved</b>	
Interviews (Administrators and Faculty as needed)		Planning and review of processes	All schools are applying the 3-Tier Interview Process for all positions	All schools are applying the 3-Tier Interview Process for all positions	All schools are applying the 3-Tier Interview Process for all positions. All schools have filled positions at 90% or greater		100% Progress Monitoring completed	
25 Point Inspection Reports (10 or more for each leader)		Planning and review of processes	Each Director and Principal in the district are on track with	All required personnel are submitting their 25-Point Inspection	A deadline has been set for all 25-Point Inspection Reports to be		100% Progress Monitoring completed	

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		submitting their 25-Pt Inspection Reports in our Google Drive	<p>Reports</p> <p>There have been some delays with some reports being uploaded</p> <p>Concerns addressed as needed by the Superintendent</p>	completed by June 3, 2021 by 12 noon and uploaded in the Google Drive folder	
Fireside Chats and/or Zoom Sessions (15 or more from the district-level)	Planning and review of processes	<p>Fireside Chats and Zoom Sessions are going well for our new teachers, all teachers, parents, leadership, and community stakeholders to communicate, collaborate, and collect data</p>	<p>Districtwide Fireside Chats are continuing as scheduled by the PR Director to keep a good communication flowing in the organization and with community-stakeholders/parents</p> <p>Teachers and parents are happy to receive the Friday Callouts, Email Blasts, and Website/Facebook posts</p>	<p>Progress monitoring is being maintained with good feedback from community-stakeholders/parents on communication &amp; collaboration</p> <p>We have had some parents and teachers voicing the need for better communication at WCHS, TJEMS, &amp; RRE</p> <p>This notification from parents and teachers are</p>	100% Achieved

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				at the minimal level  The principals are troubleshooting the concern for FY22. We are building a Year-long event calendar for next year to plan for a districtwide process	
Awareness Walks [AW(s)] (20 or more formal or informal districtwide)	Planning and review of processes	Leadership SMART Teams are doing a good job conducting AW(s) daily to support the TKES process. See platform	Dr. Edmond reached this target in February 2021 with 30 AW(s). Dr. Edmond has increased the number to 50 by the end of the year	Progress monitoring is systemic and informative. Reached 50 AW(s) on May 24, 2021	100% Progress Monitoring completed
TKES Reports (Quarterly reviews with principals)	Planning and review of processes	On schedule for all TKES evaluations to be completed by February/March 2021	Progress monitoring with no formal meeting held	Final end of the year summative will be held May 27-28, 2021 with each principal/district personnel	100% completed
PSC Artifacts (HR Quarterly Reviews)	Planning and review of	The HR department is	Progress monitoring is	The HR Director is keeping the	Progress Monitoring

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	processes	doing a good job monitoring PSC updates and supporting teachers with their certification renewal	moving forward. Teacher certification renewal is positive	Superintendent informed on all HR topics	is 100% completed
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Artifacts have been reviewed and logged electronically.

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**Goal 2: Districtwide Literacy SMART Team**

Implement a Districtwide Literacy SMART Team to address early literacy development for 3-12 improvement by 5% or greater from baseline data as measured by the WC Screeners (iReady and Reading Inventory) by the end of FY 2024.

Objectives:

- A. At least 80% or greater of pre-kindergarten students enrolled in Washington County Head Start and Ridge Road Primary will score in the Proficient range on a Pre-K Assessment from Really Great Reading at the end of the 2020 - 2021 school year.
- B. Washington County School System and Washington County Head Start will have a minimum of four vertical team meetings during the 2020 - 2021 school year. (combination of face to face or virtual platforms)
- C. Literacy SMART Team members and Washington County Head Start families will meet for collaborative meetings a minimum of five times or more during the 2020-2021 school year.
- D. During the 2020 - 2021 school year Washington County School District will maximize the Washington County School District and Washington County Negro Business and Professional Women’s Head Start Collaboration to meet 100% of the goals as outlined in the Early Head Start Non-Partnership Expansion Grant.

Objectives	Cognia	Strategic Plan	Baseline	1st Quarter Formative (45 days) Aug/Sept. 2020	2nd Quarter Formative (45 days) Oct/Nov.2020	3rd Quarter Formative (45 days) Jan/Feb. 2021	4th Quarter Formative (45 days) April/May 2021	Target Achieved
Objective A	2.5	Yes	0%	In Progress	Adjusting to COVID restrictions	Adjusting to COVID restrictions	Adjusting to COVID restrictions	COVID Impacted testing, sub with Summer school Pre-

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								<b>K Transition Program Positive Results with post assessment with 80% of the students attending and making appropriate progress towards K learning outcomes</b>
<b>Objective B</b>	<b>2.1</b>	<b>Yes</b>	<b>0%</b>	<b>Planning Stage-Communication between Literacy Facilitator and Head Start Personnel on dates for vertical team meetings.</b>	<b>Virtual Meeting completed</b>	<b>Dr. Edmond maintained interactions with Mrs. Wilcher, Director of the Head Start</b>	<b>Pre-planning discussed by the DLST and Dr. Edmond for FY22</b>	<b>Achieved</b>
<b>Objective C</b>	<b>2.1</b>	<b>Yes</b>	<b>0%</b>	<b>Planning Stage-Communication between Literacy Facilitator and Head Start Personnel on dates for parent meetings, the platform that will be utilized and</b>	<b>Collaboration held in with informal Fireside Chat</b>	<b>Collaboration held in with informal Fireside Chat</b>	<b>Collaboration held in with informal Fireside Chat</b>	<b>Achieved</b>

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				the topics to possibly discuss  First meeting set for October, 2020 or November, 2020				
Objective D				The grant has been completed and submitted	Pending response from the Panel	Pending response from the Panel	Pending response from the Panel	Did not receive the Grant

**Key Performance Measures**

Indicators	45-Day Formative Review	45-Day Formative Review	45-Day Formative Review	45-Day Formative Review	Target Achieved
A.					
Analyze the Pre-K Assessment from Really Great Reading to make sure it will give the Literacy SMART Team the type of data needed to accurately assess the students in literacy (document with a narrative summary report with next steps and monitoring protocols)	The test has been vetted (Quote website)	The test has been vetted	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021
Administer the Pre-K Assessment (document with a participation rate)	The test has been administered at RRP Head Start dates are on the calendar	In Progress with planning for assessment administration at all Head Start's sites in Sandersville	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021

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		and Davisboro			
Analyze the Data from the Pre-K Assessment (document with narrative and charts with recommendations)	The data was analyzed	In Progress once administration completes at all Head Start sites	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021
Share and Review the Data from the Pre-K Assessment (document)	The data will be shared with the RRP Leadership Team and the District Leadership Team once Head Start's students complete the assessment	In Progress once administration completes at all Head Start sites	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021
B.					
Plan sessions based on data from the Pre-K Assessment (document)	WC Pre K teachers have met to discuss the Pre-K data	In Progress once administration completes at all Head Start sites	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021
Conduct Professional Learning Sessions based on the data from the Pre-K Assessment (as needed)	Planning Stage	In Progress once administration completes at all Head Start sites	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021

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Review Professional Learning Feedback Data from Teachers (document)	Will provide teachers opportunity to complete surveys to provide feedback on professional learning if needed	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021
C.					
Organize meeting dates and times with Head Start Administrative Team (document calendar, agenda, and minutes)	Planning Stage-Communication between Literacy Facilitator and Head Start Personnel on dates for vertical team meetings	In Progress	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021
Plan meeting agendas and sessions based on Pre-K Assessment Test	Planning Stage-Communication between Literacy Facilitator and Head Start Personnel	In Progress once administration completes at all Head Start sites	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021
Review feedback data from Head Start faculty, staff, and parents (document)	Will provide teachers, staff and parents opportunity to complete surveys to provide	In Progress once administration completes at all Head Start sites	Timeline pushed back to August 2021 due COVID impact	Timeline pushed back to August 2021 due COVID impact	Pending Review in August 2021

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	<b>feedback on assessment data</b>				
<b>D.</b>					
<b>The grant results are pending. This section will be updated (document)</b>	<b>Waiting on grant results</b>	<b>Waiting on grant results</b>	<b>Timeline pushed back to August 2021 due COVID impact</b>	<b>Timeline pushed back to August 2021 due COVID impact</b>	<b>Not Achieved</b>

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**Goal 3: Districtwide MTSS SMART Team**

Implement at 100% the MTSS framework to address the students’ academic, social - emotional, behavioral and enrichment needs by the end of the FY 2021 school year.

Objectives:

- A. At the conclusion of the 2020 - 2021 school year, 57.5% or greater of students in grades K - 12 will receive Social Emotional Support as measured by the Suite 360 reports.
- B. At the conclusion of the 2020 - 2021 school year, 85% or greater of students in grades K - 12 who are receiving intervention support will participate with 100% fidelity as measured by the Intervention Protocols.
- C. At the conclusion of the 2020 - 2021 school year, 90% or greater of students receiving MTSS (T2/T3) interventions will have a minimum of 1 or more documented MTSS Parent meetings.
- D. At the conclusion of the 2020 - 2021 school year, 95% or greater of students receiving MTSS interventions will be progress monitored using AIMS Web Plus a minimum of 2 times.
- E. At the conclusion of the 2020 - 2021 school year, 20% or greater of the students who are identified for WrapAround services will receive intense intervention as documented on the WrapAround Service 25 Point Inspection Report.

Operational Definition Intensive Intervention = Students referred to the WrapAround Service SMART Team via the MTSS process

Objectives	Cognia	Strategic Plan	Baseline	1st Quarter Formative (45 days) Aug/Sept.2020	2nd Quarter Formative (45 days) Oct/Nov.2020	3rd Quarter Formative (45 days) Jan/Feb.2021	4th Quarter Formative (45 days) April/May 2020	Target Achieved
Objective A.	2.9	Yes	0%	Planning and review of processes	RRP switched to a whole group format due to technology issues	Additional training requested by teachers. See <i>impact data spreadsheet below</i>	Additional training was held for all teachers.	Achieved (number of required lessons was reduced K - 12)

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						<i>Completion Spreadsheet by month and by school (see spreadsheet below)</i>		
Objective B.	2.5	Yes	0%	Planning and review of processes	Intervention checklist created to help monitor fidelity of intervention	All students receiving intervention support participated in the documented intervention	As reported by the schools, students receiving intervention support participated with fidelity	Achieved
Objective C.	2.1	Yes	0%	Planning and review of processes	Students who <i>began the year receiving Tier 2/ Tier 3 have at least one meeting documented in Infinite campus</i>	Parents are updated as new information is recorded.	Parents are updated as new information is recorded	Achieved (Parent contact was documented in Infinite Campus)
Objective D	2.7	Yes	0%	Planning and review of processes	Students <i>are in AIMS WEB. We are not at 100% with having the 1st administration completed</i>	Teachers received an updated training of using AIMS Web Plus	It was decided by the team that the determination of adequate growth should be made on an individual student start point/readiness level	95% of the students were progress monitored once or more times (during the school year the progress monitoring schedule was modified)

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Objective E	2.9	Yes	0%	Planning and review of processes	<i>A Wrap Around Services Manual has been completed and services are being provided</i>	A Wrap Around Team member was assigned to each school.	Wrap Around Team members are making expected progress	Achieved
<b>Key Performance Measures</b>								
<b>Indicators</b>				<b>45-Day Formative Review 1st Nine Weeks</b>	<b>45-Day Formative Review 2nd Nine Weeks</b>	<b>45-Day Formative Review 3rd Nine Weeks</b>	<b>45-Day Formative Review 4th Nine Weeks</b>	<b>Target Achieved</b>
A								
Provide a refresher course on Suite 360				Planning and review of processes	Training Completed - 8 / 19 / 20	<a href="#">Training completed on 3 / 20 / 21.</a>	Refreshed training completed	Achieved
Set up Suite 360 lessons for the school year				Planning and review of processes	Suite 360 completed lesson creation for all schools	Students progressing with the program as scheduled	Set up of lessons completed	Achieved
Students will take pre-assessment				Planning and review of processes	Students took assigned Pre-test	<a href="#">Suite 360 School/District Pre-Assessment Results</a>	Pre-Assessment Completed	Achieved
Students begin working on Suite 360 lessons				Planning and review of processes	Students began Suite 360 lessons.	Students progressing with use as expected	Completed (Modified)	Achieved

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Survey staff and students to determine Suite 360 impact	Planning and review of processes	Begin creating impact data survey	<a href="#">Suite 360 Impact Data</a>	Survey has been completed	Achieved
Analyze Suite 360 data	Planning and review of processes	Delayed: Start January	<a href="#">Suite 360 Completion Chart</a> Additional training needed see impact data report	Completion chart is progressing at an expected rate	Achieved
Review and Discuss Suite 360 Data with MTSS Team	Planning and review of processes	Delayed: Start January	Spreadsheet with comments was shared with team during October In-service Day	Continue to provide technical support as needed	Achieved - School MTSS leads shared this information with school teams
B.					
Provide a booster training on the protocols for interventions at each tier	Planning and review of processes	Training provided on October In-service day	Booster training completed with MTSS school leads	Booster training completed with MTSS school leads	Achieved
Collaborate with schools to determine a daily intervention and progress monitoring timeframe.	Planning and review of processes	Each school has a determined intervention time	Each school has a determined intervention time	Each school continues to have a designated intervention time	Achieved

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Enroll students in the appropriate intervention.	Planning and review of processes	Students are enrolled in the appropriate intervention	Students are enrolled in the appropriate intervention	Students continue to work during the intervention period	Achieved
Review program reports (usage and progress in intervention)	Planning and review of processes	Program reports are part of 25 Point Inspection Report	Program reports are part of 25 Point Inspection Report	Program reports are part of 25 Point Inspection Report	Achieved
Provide onsite TA (Technical Assistance)	Planning and review of processes	In Progress	Fast ForWord rescheduled for March 12 <sup>th</sup>	Participated in MTSS meetings based on the request of schools  Reviewed MTSS folders at the request of schools	Achieved
Analyze and review intervention(s) data for fidelity	Planning and review of processes	In Progress	<a href="#">Fast ForWord Fidelity Check</a>  <a href="#">Dream box Fidelity Check</a>  <a href="#">Reading Plus Fidelity Check Reference</a>  <a href="#">Reading Plus 6th Class Usage Report</a>	Students are using interventions with fidelity. Next Steps - Teachers work with students in small groups to move them over the “hump”	Achieved

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			<a href="#">Reading Plus 6th Project Growth Report</a> <a href="#">Reading Plus 7th Class Usage Report</a> <a href="#">Reading Plus 7th Project Growth Report</a> <a href="#">Reading Plus 8th Class Usage Report</a> <a href="#">Reading Plus 8th Project Growth Report</a> Edgenuity Fidelity Check		
Complete WC Fidelity Checklist	Planning and review of processes	Not Started	See above Fidelity Data	Teachers continue to work with students so students move to the next step	Not Achieved: Need to continue in FY22
C.					
Review MTSS Manual Protocols for Parent	Planning and	In Progress	The number of	Teachers	Achieved

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Meetings (document and provide TA as needed)	review of processes		parent meetings were reduced	documented meetings in Infinite Campus	
Notify Parents of MTSS Meetings (document and log-in Infinite Campus)	Planning and review of processes	In Progress	The number of parent meetings were reduced	Teachers documented meetings in Infinite Campus	Achieved
Conduct MTSS / RTI meetings as indicated by the WC MTSS Manual (document all meetings)	Planning and review of processes	In Progress	The number of parent meetings were reduced	Teachers documented meetings in Infinite Campus	Achieved
D.					
Share protocol for progress monitoring (using the operational manual)	Planning and review of processes	In Progress	Reviewed 3rd nine weeks SIP	Achieved	Achieved
Provide a refresher training on AIMSWeb Progress Monitoring as needed and document the TA	Planning and review of processes	Planning Stage	Scheduled for 3 / 12 / 2021	Training completed	Achieved
Implement Progress Monitoring; documented and reviewed with the Superintendent (Quarterly)	Planning and review of processes	Planning Stage	Scheduled for 3rd Nine Weeks SIP Review	Scheduled for 4th Nine Weeks SIP Review	Achieved
Schools will analyze data with the Superintendent (Quarterly)	Planning and review of processes	Planning Stage	Scheduled for 3rd Nine Weeks SIP Review	Scheduled for 4th Nine Weeks SIP Review	Achieved
E.					
Create a Wrap Around Services Procedural	Planning and	In Progress	Completed	Completed	Achieved

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Manual (document)	review of processes				
Train administrators and MTSS school leads on procedures (document training event and boost trainings during the year)	Planning and review of processes	In Progress	Ongoing	Ongoing	Additional training will be needed next school year
Send follow up survey to administrators and school counselors (bi-annually)	Planning and review of processes	Planning Stage	Ongoing	Ongoing	Will continue with understanding the process next school year
Provide Technical Assistance based on survey results (document TA actions per school monthly)	Planning and review of processes	Planning Stage	Wrap Around Service Team met on Thursdays to address unclear areas as reported by schools	Wrap Around Service Team met on Thursdays to address unclear areas as reported by schools	Achieved
Implement Wrap Around Services (document the number of cases monthly)	Planning and review of processes	In Progress	In Progress	In Progress	Achieved <a href="#"><u>Wrap Around Services (Intensive Intervention) Data</u></a>

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Goal 4: Districtwide STEAM SMART Team

The Districtwide STEAM (Science, Technology, Engineering, Art, and Math) SMART Team will continue to expand student metacognition in project and inquiry-based learning experiences including robotics and cyber security while 80% or greater of the 10 teachers and 3 administrators obtaining their STEM Endorsement with Middle GA RESA by the end of the FY21 school term.

Objectives *(hyperlink if needed)*:

- a. During the 2020-2021 school year, STEAM Smart Team members will design, support, and implement one STEAM project-based learning experience for their school for teachers that are ready (Option A students only).
- b. During the 2020-2021 school year, student participation in STEAM-related competitions (including Cybersecurity and Robotics) will increase by 3% for students in grades 3-12 (Virtually or face-to-face).
- c. During the 2020-2021 school year, each school will host a minimum of two parent-engagement STEAM events (Virtual or face-to-face).
- d. During the 2020-2021 school year, the STEAM Smart Team will visit a minimum of 2 GA DOE Certified STEM/ STEAM schools (Virtually).
- e. During the 2020-2021 school year, the IGAL Academy Steering Committee will meet and begin planning and conduct six or more meetings.
- f. During the 2020-2021 school year, the STEAM SMART TEAM will provide four or more professional learning opportunities to their school faculty on how to implement a DEFINED STEM lesson into the curriculum with an emphasis on math and science teachers (Virtually or face-to-face).

Objectives	Cognia	Strategic Plan	Baseline	1st Quarter Formative (45 days) August/Sept.2020	2nd Quarter Formative (45 days) Oct/Nov.2020	3rd Quarter Formative (45 days) Jan/Feb.2021	4th Quarter Formative (45 days) April/May2021	Target Achieved
Objective A	2.2	Yes	0%	0	0	13	13	Achieved
Objective B	2.2	Yes	0%	0	RRE	STEAMIFY	0	Not Achieved

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					registered 4 teams for STEAMIFY	SCIENCE FAIR TECHNOLOGY FAIR		Slight decrease due to lack of after school events and hybrid schedule
Objective C	2.4	Yes	0%	0	0	0	0	Not Achieved  Parents were not invited on campus for events due to COVID
Objective D	3.1	Yes	0%	0	0	0	0	Not Achieved GADOE did not host site visits due to COVID
Objective E	2.2	Yes	0%	0	1	4	3	Achieved
Objective F	2.2	Yes	0%	0	1	1	0	Achieved  2/4 PL Opportunities - 50%

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Key Performance Measures					
Indicators	45-Day Formative Review	45-Day Formative Review	45-Day Formative Review	45-Day Formative Review	Target Achieved
STEAM Days (4 or more annually)	0 (Due to COVID)	0 (Due to COVID)	0 (Due to COVID)	0 (Due to COVID)	Not Achieved
STEAM Parent Night (2 or more annually)	0 (Due to COVID)	0 (Due to COVID)	0 (Due to COVID)	0 (Due to COVID)	Not Achieved / Parents not invited on campus for events due to COVID
The Girls That Code Club Progress (3-5% increase in girls participating)	0	0	0	0	Not Achieved / District decision to not add any new programs during 2020-21 school year
Work toward STEM Endorsement through Middle GA RESA (2-Course requirement)	13 Staff Members working on STEM Endorsement	13 Staff Members Completed Course 1	13 Staff Members working on Course 2	9 Completed Endorsement as of 5/27 4 Still in Progress	Achieved
Visit STEAM Certified School in Georgia (2 or more annually)	0 (Due to COVID)	0 (Due to COVID)	0 (Due to COVID)	0 (Due to COVID)	Not Achieved/ GADOE did not host site visits due to

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					COVID
Increase teacher professional learning for engaging students in STEAM activities in the learning & teaching process (2 or more annually)	13	13	13	13	Achieved through RESA PL Work
Participation in STEAM events: STEAMify, Robotics, Science Fair, Technology Fair, CTAE pathway, and Cyber Security (document participation)	0 (Due to COVID)	0	Technology Fair, Science Fair, STEAMIFY	0	Slight decrease due to lack of after school events and hybrid schedule
IGAL Academy (Development Plan) (host 6 or more meetings)	0	1	4	6	Achieved
DEFINED STEM Lessons Completed	Optional for teachers to implement based on student readiness	Optional for teachers to implement based on student readiness	Optional for teachers to implement based on student readiness	Optional for teachers to implement based on student readiness	2 Teachers report usage of Defined STEM with students

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**Goal 5: Districtwide Workforce Development Smart Team**

Implement a Districtwide Workforce Development SMART Team to develop students’ 21st Century career and college ready with a 3-10% or greater increase from 2019 with the programs; Golden 5 (local business engagement), WACO Works, Georgia BEST certification/seals, Youth Leadership, Dual Enrollment, Work-based Learning, Work Exploratory Engagement (WEE) Talks, mentorships, and business partnerships.)

**Objectives:**

- a. During the 2020 - 2021 school year, the Work-Force Ready Smart Team members will plan three or more opportunities for middle and high school students to participate in WACO Works in a collaborative effort with the Chamber of Commerce.
- b. During the 2020 - 2021 school year, participation in CTSO-related competitions (Career and Technical Student Organizations) will increase by 5% for students in grades 9-12.
- c. During the 2020 - 2021 school year, the middle and high school will host two or more parent-engagement CTAE events (Virtual or face-to-face).
- d. During the 2020 - 2021 school year, the Work-Force Ready Smart Team will collaborate with the CTAE departments of the middle and high school, to host an Advisory Council collaboration with four or more meetings.
- e. During the 2020 - 2021 school year, the Work-Force Ready Smart Team will visit a minimum of 2 schools that have an active and viable CTAE department (Virtual or face-to-face).

Objectives	COGNIA	Strategic Plan	Baseline	1st Quarter Formative (45 days) August/Sept.2020	2nd Quarter Formative (45 days) Oct/Nov.2020	3rd Quarter Formative (45 days) Jan/Feb.2021	4th Quarter Formative (45 days) April/May2021	Target Achieved
Objective A	1.8	Yes	10%	Planning Stage	2/3 Days Completed	Spring WACO Works in Planning Stages	WACO Works implemented with the focus on Local Retailers, Pharmacies,	100% Achieved

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							<b>Cyber Security with the local banks and Washington EMC as special guests</b>	
<b>Objective B</b>	<b>2.2</b>	<b>Yes</b>	<b>10%</b>	<b>Planning Stage</b>	<b>High School FBLA Completed Competitions and Middle School Ag and Computer Science Classes Completed Competitions</b>	<b>Middle and High School students participated in regional Technology Fairs and placed either first or second place in their perspective competitions</b>	<b>FFA participated in competitions at the Georgia National Fair Grounds and placed either first or second place</b>	<b>100% Achieved</b>
<b>Objective C</b>	<b>1.1</b>	<b>Yes</b>	<b>10%</b>	<b>Planning Stage</b>	<b>One Has Been Completed both at High and Middle School Levels</b>	<b>Planning Stage for Spring Parent-Engagement Night</b>	<b>Two were held with the counseling department facilitating both events</b>	<b>100% Achieved</b>
<b>Objective D</b>	<b>3.7</b>	<b>Yes</b>	<b>10%</b>	<b>Planning Stage</b>	<b>One meeting completed</b>	<b>Meeting completed</b>	<b>Meeting competed</b>	<b>75% Completed</b>
<b>Objective E</b>	<b>3.1</b>	<b>Yes</b>	<b>10%</b>	<b>Planning Stage</b>	<b>In Progress</b>	<b>Did Not Meet due to COVID - 19</b>	<b>Did Not Meet due to COVID - 19</b>	<b>Did Not Meet</b>

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						restrictions and caution from other school districts	restrictions and caution from other school districts	
<b>Key Performance Measures</b>								
<b>Indicators</b>		<b>20-Day Formative Review</b>	<b>20-Day Formative Review</b>	<b>20 Day Formative Review</b>	<b>20 Day Formative Review</b>	<b>20 Day Formative Review</b>	<b>Target Achieved</b>	
Collaboration with the Chamber of Commerce (7 or more projects annually)		August Meeting held	October Meeting held with preparations for Fall WACO Works	December Meeting held.	February and May Meeting held with preparations for Spring WACO Works		100% Achieved	
CTSO Competitions (7 or more annually)		Two held thus far.	Four held thus far. This includes Middle and High School competitions	Five held thus far	Seven held thus far		100% Achieved	
Parent Engagement CTAE Events (5 or more annually)		One held thus far	Two held thus far	Three held thus far	Five held for the year		100% Achieved	
Advisory Meetings (4 or more annually)		One held thus far	Second one is in the planning stages now	Third held thus far	Four held for the year		100% Achieved	
School Visits (2 or more annually)		In Progress. Due to COVID-19 restrictions, most	In Progress. Due to COVID-19	School notified declined to	The Work-Force Ready SMART Team		Did Not Achieve	

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	<b>face-to-face visits are on hold</b>	<b>restrictions, most face-to- face visits are on hold</b>	<b>collaborate</b>	<b>will reach out to more schools for the opportunity to collaborate during the 2021-2022 school year</b>	
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Goal 6: Districtwide Public Relation & Marketing SMART Team

Implement a Districtwide Public Relations & Marketing SMART Team to tell our brand and great story about our school district with 100% of the school staff and 85% or greater of our parents and community stakeholders being informed.

Objectives (hyperlink if needed):

- a. Educate the community and stakeholders on all programs and offerings that WCSD offers.
- b. Keep the website and pages updated with pertinent information.
- c. Create a districtwide YouTube channel that features a bi-weekly segment.
- d. Monitor social media data monthly.
- e. Continue to communicate through the community channels by doing the following: Submit 2-5 articles/stories weekly to the newspapers (Georgian/Spotlight). Post accomplishments weekly on Facebook and social media. Utilize radio station spots to reach additional audiences. Keep the Chamber in the loop. Visit with Civic groups etc.
- f. Create ways to showcase students virtually through Zoom, Facebook Live, Online Art Galleries and more at least 2 times a quarter.
- g. Continue weekly staff spotlights at each school.
- h. Continue the #RiseUpWaco campaign and add #WACOSafetyBubble to the list.

Objectives	Cognia	Strategic Plan	Baseline	1st Quarter Formative (45 days) Aug/Sept.2020	2nd Quarter Formative (45 days) Oct/Nov.2020	3rd Quarter Formative (45 days) Jan/Feb.2021	4th Quarter Formative (45 days) April/May2021	Target Achieved
Objective A	1.1, 1.2	Yes	0%	Planning Stage	The focus has been on WACO Works and the Golden 5 initiative	Fireside chats, Newspaper, Social Media Platforms,	Fireside chats, Newspaper, Social Media Platforms, Weekly update	100% Achieved

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					Radio spots have included spotlights in the Arts (drama productions)	Weekly update, call outs, and School Messenger	call outs, and School Messenger	
Objective B	1.1, 1.2	Yes	0%	Planning Stage	Website is updated as needed. Add pictures to carousel quarterly	Up to date	Up to date	100% Achieved
Objective C	1.1, 1.2	Yes	0%	Planning Stage	Met with Students in Mr. East's class. They are currently working on some introductory clips. We have planned for a minimum of 6 segments for the rest of the year. 1-2 a month	On hold with students, Will layout this summer	Will layout this summer	Not Achieved Pending
Objective D	1.1, 1.2	Yes	0%	Planning Stage	All Facebook pages continue to gain followers	Gaining followers	Gaining followers	100% Achieved
Objective E	1.1, 1.2	Yes	0%	Planning Stage	Communication through the	Communication is	Communication is	100% Achieved

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					<p>usual channels is progressing.</p> <p>We have completed 12 Hawk Talks this school year</p> <p>The newspaper gets news sent to them weekly</p> <p>We share accomplishments with the chamber, social media, and communicate through community zoom sessions (Avg. 1-2 a month)</p>	<p>progressing, newspaper continues to receive articles, Hawk Talks continue, Community Zoom Sessions and internal Zoom sessions also continue</p>	<p>progressing, newspaper continues to receive articles, Hawk Talks continue, Community Zoom Sessions and internal Zoom sessions also continue</p>	
<b>Objective F</b>	<b>1.1, 1.2</b>	<b>Yes</b>	<b>0%</b>	<b>Planning Stage</b>	<p>Have discussed with the SMART Team having a “digital art show case” in the second quarter. This would be shared on Facebook, social media, and the website</p>	<p>Schools have implemented a virtual art gallery, student spotlight, Art Alert, Academic Alert, Athletic Alerts on Facebook</p>	<p>Schools have implemented a virtual art gallery, student spotlight, Art Alert, Academic Alert, Athletic Alerts on Facebook</p>	<b>100% Achieved</b>

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<b>Objective G</b>	1.1, 1.2	Yes	0%	Planning Stage	Each school has a weekly staff spotlight	Weekly spotlight still occurs, along with Birthdays	Weekly spotlight still occurs, along with Birthdays	100% Achieved
<b>Objective H</b>	1.1, 1.2	Yes	0%	Planning Stage	We continue to utilize these phrases. More importantly, right now is the Safety Bubble with numbers continuing to rise it serves as a great reminder	We continue to utilize these phrases  More importantly, right now is the Safety Bubble with numbers continuing to rise it serves as a great reminder	We continue to utilize these phrases  More importantly, right now is the Safety Bubble with numbers continuing to rise it serves as a great reminder	100% Achieved

**Key Performance Measures**

<b>Indicators</b>	<b>45-Day Formative Review</b>	<b>45-Day Formative Review</b>	<b>45-Day Formative Review</b>	<b>45-Day Formative Review</b>	<b>Target Achieved</b>
1-5 Articles submitted weekly to the paper for 50 or more different articles annually	25%	50%	75%	90%	100% Achieved
Number of community events attended/hosted (Virtual or face-to-face focused on Academics, Arts, and Athletics: 100 or more annually districtwide	25%	50%	75%	90%	100% Achieved

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<b>Website Status/how many views and monthly updates with pictures and themes districtwide</b>	<b>11K page views monthly on average</b>	<b>11k page views monthly on average</b>	<b>12K page views on average</b>	<b>12K page views on average</b>	<b>100% Achieved</b>
<b>Radio Show (35 or more annually)</b>	<b>4 Radio shows completed</b>	<b>15 Radio Shows completed</b>	<b>23 Shows completed</b>	<b>35 Shows completed</b>	<b>100% Achieved</b>
<b>YouTube Channel Material (how many views) (10 or more posted shows)</b>	<b>Planning</b>	<b>Shooting Introductions in process</b>	<b>On Hold for summer</b>	<b>On hold for summer</b>	<b>Did Not Achieve Pending</b>
<b>Staff Spotlight (100 for districtwide)</b>	<b>4 spotlights a week</b>	<b>54 spotlights to date</b>	<b>75 spotlights</b>	<b>100 spotlights</b>	<b>100% Achieved</b>
<b>Social Media Data (Gaining followers each month)</b>	<b>Gained 80 followers</b>	<b>Gained an additional (36) followers</b>	<b>Gaining followers (30 more)</b>	<b>Gaining Followers (30 more)</b>	<b>100% Achieved</b>

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