

Forsyth County Schools Strategic Plan
2022-2027

Goal Area	Performance Objectives	Cabinet Leader	Initiatives	Performance Measures	Goal Area	December Checkpoint	March Checkpoint	Year #1 Results	Goal Area	Performance Objectives	Reflection on Results - Thoughts on Year #2 Adjustments
Social & Emotional Health					Social & Emotional Health				Social & Emotional Health		
(A) Foster healthy digital interactions		M. Evans	#1. Increase appropriate technology usage and digital citizenship for all students	Establish baseline for the number of technology-related behavioral referrals; decrease in future	Social & Emotional Health	The data collected mid-year to establish baseline behavior-related events has identified five key areas of focus: Inappropriate Use, Cheating, Classroom Use, Bullying, and Damage. Inappropriate Use is three times higher than any other category and includes instances such as inappropriate social media use, internet search violations, unauthorized image/video taking, etc. These key areas will be used to redefine the Digital Citizenship Plan for the upcoming school years.	Through the month of March, year-long technology related behavior referrals accounted for 7% of the overall referral database. These referrals focused on five key areas: Inappropriate Use, Cheating, Classroom Use, Bullying, and Damage. Inappropriate use was the highest area, around 41%. Cheating and Classroom Usage each were around 22%. Bullying and Damage were the lowest percentages.		(A) Foster healthy digital interactions		
			#2. Increase opportunities for adult stakeholders to learn how to foster positive healthy digital interactions	Parent participation in sessions (in person or virtual) on digital awareness (new baseline); increase in future	Social & Emotional Health	We are still in the middle of collecting attendance data from schools for parent informational nights focusing on internet safety and digital citizenship. However, after reviewing the each school's Digital Citizenship Plan, it is clear that a greater emphasis on parent nights is needed. Only 13 schools identified that they inform parents through a Parent Night. All other schools rely on newsletters, social media posts and website information.	Approximately half the schools held an individual or combined parent engagement night which included sessions on digital citizenship / internet safety topics. Most, but not all schools, also communicated information on these topics through newsletters, social media and web posts, and parent emails.				
(B) Expand access to mental health resources and strategies		S. Taylor	#1. Provide access to mental health resources and strategies	Establish baseline for number of mental health services used; increase in future	Social & Emotional Health	22-23: 21 MOUs for providers serving in our schools; 16 Grants given for students uninsured; 8 schools have APEX grant providers; 2 full-time AmeriCorps providing training for Youth Mental Health First Aid	22-23: MOUs for providers in our schools 53 Grants given for students uninsured 8 schools have APEX grant providers 2 full-time AmeriCorps 1 Youth Mental Health First Aid 1 ASIST Training 16 Sources of Strength Schools		(B) Expand access to mental health resources and strategies		
Goal Area	Performance Objectives	Cabinet Leader	Initiatives	Performance Measures	Goal Area	December Checkpoint	March Checkpoint	Year #1 Results	Goal Area	Performance Objectives	Reflection on Results - Thoughts on Year #2 Adjustments
(B) Expand access to mental health resources and strategies (continued)		S. Taylor	#2. Increase knowledge of wellness strategies for students, staff, and community	Establish baseline for the number of mental health-related behavioral referrals; decrease in future	Social & Emotional Health	21-22: Mental Health Referrals = 938 DFCS reports = 424 Suicide Referrals = 762 Threat Assessments: 21-22: 128(Elem) 69 (Middle) 30 (High) 22-23: 49 (Elem) 45 (Middle) 30(High)	21-22: Mental Health Referrals = 938 DFCS reports = 424 Suicide Referrals = 762 Threat Assessments: 21-22: 128(Elem) 69 (Middle) 30 (High) 22-23: 107 (Elem) 99 (Middle) 38(High)				
(C) Promote respect, wellness, and balance for staff and students		S. Taylor	#1. Establish a safe and supportive learning environment	Establish baseline for the number of behavioral referrals; decrease in future	Social & Emotional Health	Baseline 2022: 4,500 Incidents 27 PBIS Schools	Baseline 2022: 7395 (13.88%) behavior referrals 27 PBIS Schools Baseline 2023: 8091 (14.82%) behavior referrals 28 PBIS Schools.		(C) Promote respect, wellness, and balance for staff and students		
			#2. Implement strategies to support staff morale and wellness	Increase the percentage of retained staff by 3% of the gap (TBD)	Social & Emotional Health	Baseline 2022: 91.49 2023: 91.75 trained in Mindfulness	Goal 300 staff Baseline 2022: 91.49 2023: 91.75 trained in Mindfulness				

Forsyth County Schools Strategic Plan
2022-2027

Goal Area	Performance Objectives	Cabinet Leader	Initiatives	Performance Measures	Goal Area	December Checkpoint	March Checkpoint	Year #1 Results	Goal Area	Performance Objectives	Reflection on Results - Thoughts on Year #2 Adjustments
Operational Excellence					Operational Excellence				Operational Excellence		
(A) Plan & adapt for growth		M. Wark	Accurately plan and complete future facility needs to maximize state funding earnings	100% of planned projects completed		* Yearly allotments are being done 3 months earlier this year to ensure accurate facility planning needs when it comes to instructional spaces and modular units. * SPLOST 6 is off and running utilizing the cluster method to ensure full reimbursement funding from the Capitol Outlay Program over the next 5 years.	* Allotments were completed 3 months earlier than previous years allowing schools to get their allotments prior to the February job fairs. Also, allowed us to get on schedule for modular classroom moves well in advance to ensure they are relocated or removed prior to open house. * SPLOST 6 projects are up and running. Midway Elementary replacement is ahead of schedule and on time to open in fall of 2024. In the fall of 2023 another round of SPLOST projects at schools will go under contract and begin work also in the fall of 2023.		(A) Plan & adapt for growth		
(B) Manage financial resources		L. Hammel	Maintain AAA bond rating	15% Fund Balance; Moody's AAA; S&P AAA		Based on completed October Financial Statement, the school system has a 15+% Fund balance.	Based on completed March Financial Statement, the school system has a 15+% Fund balance.		(B) Manage financial resources		
(C) Plan & allocate resources		L. Hammel	Maintain 5 Star Financial Rating	Maintain 5 Star Financial Rating		Waiting for the state to issue report; based on prior year activity the FCS should meet this requirement.	Waiting for the state to issue report; based on prior year activity the FCS should meet this requirement.		(C) Plan & allocate resources		

Forsyth County Schools Strategic Plan
2022-2027

Goal Area	Performance Objectives	Cabinet Leader	Initiatives	Performance Measures	Goal Area	December Checkpoint	March Checkpoint	Year #1 Results	Goal Area	Performance Objectives	Reflection on Results - Thoughts on Year #2 Adjustments															
Staff Recruitment & Retention	(A) Acquire & retain excellent staff	C. Salloum	#1. Recruit highly qualified staff	Increase the percentage of candidates hired as a result of recruitment efforts by 3% of the gap (5.1%); 52.50% = '22-'23 goal	Staff Recruitment & Retention	<ul style="list-style-type: none"> * Recruitment Fairs Attended (YTD): 13 planned for 1/23-4/23; 23; Initial partnership with Teaching as a Professional Pathway (CTAE); * Recruiting conversations for retired educators in high-needs areas; * 58 hires with a Provisional, Waiver or Permit Certificate; 42 are in high-needs areas. (see chart); * Established UNC partnership - inaugural class of residency candidates baseline: 13 (2022) * Named to GaDOE Advisory Council District for State Induction Taskforce (2022) * Opened enrollment to teachers on permits to attend FTA seminars (1) 	<ul style="list-style-type: none"> Recruitment Fairs Attended (8/2022-12/2022): 13; Planned for 1/2023-4/23/2023: 31 Recruitment Fairs Attended (2021-2022): 34 HBCU Fairs Attended (8/22-04/25/23): 8 (all in-person) HBCU Fairs Attended (2021-2022): 4 (3 were virtual) Forsyth First Attendees: 71 Number of new hires from Forsyth First: 25 (as of 4/25/2023) * FCS Job Fair Attendees: 362 Number of new hires from FCS Job Fair: 105 (as of 4/25/2023) FCS Virtual Fair Attendees: 137 Number of new hires from FCS Virtual Fair: 10 (as of 4/25/2023) Initial partnership with Teaching as a Professional Pathway (CTAE) Future Educators Signing Day (and recognitions) Recruiting conversations for retired educators in high-needs areas Recognition of FCS alumni who return to work in FCS (pins) Number of provisional hires for 22-23 (YTD) (separate into: total, by high-needs areas, then by FTA) 2/2022-12/2022 58 hires with a Provisional, Waiver or Permit Certificate; 42 are in high-needs areas. 2/2023 - 4/2023 (YTD data) 14 hires with a Provisional, Waiver or Permit Certificate; 9 are in high-needs 	<table border="1"> <thead> <tr> <th>High Needs Area</th> <th></th> <th>FTA Program</th> </tr> </thead> <tbody> <tr> <td>Math</td> <td>2</td> <td>1</td> </tr> <tr> <td>Science</td> <td>2</td> <td>2</td> </tr> <tr> <td>Special Education</td> <td>7</td> <td>19</td> </tr> <tr> <td>Language (Spanish)</td> <td>5</td> <td>4</td> </tr> </tbody> </table>	High Needs Area		FTA Program	Math	2	1	Science	2	2	Special Education	7	19	Language (Spanish)	5	4	Staff Recruitment & Retention	(A) Acquire & retain excellent staff	
High Needs Area		FTA Program																								
Math	2	1																								
Science	2	2																								
Special Education	7	19																								
Language (Spanish)	5	4																								
			#2. Increase compensation opportunities	Increase the percentage of retained staff in high needs areas by 3% of the gap (TBD)		<ul style="list-style-type: none"> FY 24: Recommended for the FY 24 budget: Compensation increases across all pay bands. FY 23: Increased year/year matching for CTAE educators Salary increases for all staff \$4000 increase for all teachers; \$2,000 increase for all other certified staff \$2,000 increase for all classified staff School nurse - ending bands added (17+ to 24+); year matching Custodians moved from X band to W (base rate increased from \$13.29/hr to \$15.15/hr Food and Nutrition Assistants increased from \$11.14/hr to \$15.15/hr Admin Support moved from S band to R (base rate increased from \$14.11/hr to \$16.37/hr) Paraprofessionals - 5 bands reduced to 2 bands (P-A/P-B) moving from a starting pay of \$11.30/hr to \$16.09/hour without Bachelor's Degree and from \$16.06 to \$17.95 with Bachelor's Degree Substitutes - increase non-certified daily rate from \$85 to \$120 and certified daily rate from \$85 to \$145 FY 23: \$2100 supplement for iFocus Paraprofessionals \$1300 supplement for all staff (December 2022) Instructional Extension paid at true hourly rate vs. state base hourly rate Extra Days paid at true daily rate vs. state base daily rate Certified Educators compensated for using planning periods to cover absences not filled by substitutes 																				

Forsyth County Schools Strategic Plan
2022-2027

Goal Area	Performance Objectives	Cabinet Leader	Initiatives	Performance Measures	Goal Area	December Checkpoint	March Checkpoint	Year #1 Results	Goal Area	Performance Objectives	Reflection on Results - Thoughts on Year #2 Adjustments																																																
(B) Build & develop individual staff capacity		C. Salloum	#1. Expand capacity-building programs for school & system staff	Increase the percentage of retained staff by 3% of the gap (TBD)		<ul style="list-style-type: none"> * Increased year-year matching for CTAE educators * Salary increases for all staff: \$4000 increase for all teachers; \$2,000 increase for all other certified staff; \$2,000 increase for all classified staff; \$2100 supplement for iFocus Paraprofessionals \$1300 supplement for all staff (December 2022) * Instructional Extension paid at true hourly rate vs. state base hourly rate * Extra Days paid at true daily rate vs. state base daily rate * Certified Educators compensated for using planning periods to cover absences not filled by substitutes * School nurse - ending bands added (17+ to 24+); year matching * Custodians moved from X band to W (base rate increased from \$13.29/hr to \$15.15/hr) * Food and Nutrition Assistants increased from \$11.14/hr to \$15.15/hr * Admin Support moved from S band to R (base rate increased from \$14.11/hr to \$16.37/hr) Paraprofessionals - 5 bands reduced to 2 bands (P-A/P-B) moving from a starting pay of \$11.30/hr to \$16.09/hour without Bachelor's Degree and from \$16.06 to \$17.95 with Bachelor's Degree * Substitutes - increase non-certified daily rate from \$85 to \$120 and certified daily rate from \$85 to \$145 	YTD overall resignations as compared to last year	FY23 second semester separations as compared to FY22																																																			
						<table border="1"> <thead> <tr> <th colspan="2">FY23 (01/2023 - 06/2023)</th> <th colspan="2">Last Year (07/2021 - 06/2022)</th> </tr> <tr> <th>Reasons</th> <th>Separations</th> <th>Reasons</th> <th>Separations</th> </tr> </thead> <tbody> <tr> <td>RESIGNATION</td> <td>215</td> <td>DEATH</td> <td>4</td> </tr> <tr> <td>RETIREMENT</td> <td>62</td> <td>RESIGNATION</td> <td>302</td> </tr> <tr> <td>Grand Total</td> <td>277</td> <td>RETIREMENT</td> <td>42</td> </tr> <tr> <td></td> <td></td> <td>Grand Total</td> <td>348</td> </tr> </tbody> </table> <table border="1"> <thead> <tr> <th colspan="2">This Year (07/2022 - 12/2022)</th> <th colspan="2">Last Year (07/2021 - 12/2021)</th> </tr> <tr> <th>Reason</th> <th>Separations</th> <th>Reason</th> <th>Separations</th> </tr> </thead> <tbody> <tr> <td>DEATH</td> <td>2</td> <td>DEATH</td> <td>3</td> </tr> <tr> <td>DECEASED</td> <td>1</td> <td>RESIGNATION</td> <td>36</td> </tr> <tr> <td>RESIGNATION</td> <td>19</td> <td>RETIREMENT</td> <td>5</td> </tr> <tr> <td>RETIREMENT</td> <td>6</td> <td>Grand Total</td> <td>46</td> </tr> <tr> <td>Grand Total</td> <td>29</td> <td></td> <td></td> </tr> </tbody> </table>	FY23 (01/2023 - 06/2023)		Last Year (07/2021 - 06/2022)		Reasons	Separations	Reasons	Separations	RESIGNATION	215	DEATH	4	RETIREMENT	62	RESIGNATION	302	Grand Total	277	RETIREMENT	42			Grand Total	348	This Year (07/2022 - 12/2022)		Last Year (07/2021 - 12/2021)		Reason	Separations	Reason	Separations	DEATH	2	DEATH	3	DECEASED	1	RESIGNATION	36	RESIGNATION	19	RETIREMENT	5	RETIREMENT	6	Grand Total	46	Grand Total	29			
FY23 (01/2023 - 06/2023)		Last Year (07/2021 - 06/2022)																																																									
Reasons	Separations	Reasons	Separations																																																								
RESIGNATION	215	DEATH	4																																																								
RETIREMENT	62	RESIGNATION	302																																																								
Grand Total	277	RETIREMENT	42																																																								
		Grand Total	348																																																								
This Year (07/2022 - 12/2022)		Last Year (07/2021 - 12/2021)																																																									
Reason	Separations	Reason	Separations																																																								
DEATH	2	DEATH	3																																																								
DECEASED	1	RESIGNATION	36																																																								
RESIGNATION	19	RETIREMENT	5																																																								
RETIREMENT	6	Grand Total	46																																																								
Grand Total	29																																																										
			#2. Provide leaders professional development opportunities	Increase the number of participants in leadership development		<ul style="list-style-type: none"> Crucial Conversations Training (YTD): 157; Planned for 5/2023-9/2023: 46 Increased Forsyth Teacher Academy GaTAPP enrollment by 121.4% 2023 Enrollment still in progress (18 accepted candidates as of 4/20/23) Continued FTA endorsements for high-needs areas: ESOL, K-5 Math, Teacher Support & Coaching 2023-2024 Endorsement Applications sent out April 2023; enrollment TBD Expanded endorsement offerings in response to new legislation MetroRESA partnership: Dyslexia Expanded district leadership capacity to include supervisory roles for FTA candidates (15 new leaders) (2023-2024 cohort is not yet enrolled.) Collaborated to offer professional learning for 70+ Instructional Coaches monthly Completed in March 2023 with positive feedback and reflections Aspiring Leader Enrollment Baseline: 19 (2022) 2023 Cohort Not Yet Enrolled Aspiring Principal Enrollment Baseline: 7 (2022) Increased enrollment for 2023: 10 Class A Leadership Enrollment Baseline: 26 (2022) 2023 Cohort Not Yet Enrolled Increased Program Options: Aspiring Principal - Post-Graduate Support Program 																																																					

Forsyth County Schools Strategic Plan
2022-2027

Goal Area	Performance Objectives	Cabinet Leader	Initiatives	Performance Measures	Goal Area	December Checkpoint	March Checkpoint	Year #1 Results	Goal Area	Performance Objectives	Reflection on Results - Thoughts on Year #2 Adjustments
Climate, Culture, & Community	(A) Increase meaningful home, school, & community relationships	J. Caracciolo	#1. Implement resources for FCS to connect with parents/guardians	Establish baseline & targets for usage in FCS communication tools; increase in future	Climate, Culture, & Community	24-25 Action Plan	24-25 Action Plan	Implemented a new annual work plan for the FC Education Foundation	Climate, Culture, & Community	(A) Increase meaningful home, school, & community relationships	
			#2. Enhance Partners in Education program to support the Learner Profile	Establish baseline & targets for P.I.E., volunteers, & donations; increase in future			Held Strategic Planning session with FC Education Foundation Governing Committee PIE Program - Completed the R portion of RACE (Research, Assess, Communicate and Evaluate)				
Climate, Culture, & Community	(B) Work collaboratively with all people to promote inclusivity, school pride, and belonging	J. Caracciolo	#1. Increase collaboration within vertical communities	Establish baseline & targets for usage of communication tools & attendance at FCS events; increase in future	Climate, Culture, & Community	23-24 Action Plan	23-24 Action Plan	Updated department plan, created department calendar, and revised administrative guidelines	Climate, Culture, & Community	(B) Work collaboratively with all people to promote inclusivity, school pride, and belonging	
			#2. Enhance & diversify communication strategies to strengthen stakeholder understanding	Establish baseline & targets for usage of communication tools; increase in future			COM Plan - Completed the R portion of RACE; beginning A portion of work with focus groups and communications survey				

Forsyth County Schools Strategic Plan
2022-2027

Goal Area	Performance Objectives	Cabinet Leader	Initiatives	Performance Measures	Goal Area	December Checkpoint	March Checkpoint	Year #1 Results	Goal Area	Performance Objectives	Reflection on Results - Thoughts on Year #2 Adjustments
The Learner Experience					The Learner Experience				The Learner Experience		
	(A) Increase student achievement & growth	L.A. Rice	#1. Increase student achievement	Establish baseline; 3% increase of the gap as measured by Content Mastery in CCRPI by content areas and student groups.		Achievement Baseline for Content Mastery was established with GA Milestones Spring 2022: ES: 92.1; MS: 88.1; HS: 91.1	EOC/EOGs will be administered April 24-May 12. We should receive achievement results from Milestones and ACCESS in May/June.			(A) Increase student achievement & growth	
			#2. Increase student growth	Establish baseline once growth data becomes available, again; 3% increase of the gap as measured by Progress in CCRPI by content areas and student groups.		*Growth Baseline for Math & ELA will be established with GA Milestones 2023. *Growth Baseline for English Language Proficiency was established with ACCESS in Winter 2022: ES: 94.93; MS: 56.73; HS: 53.69.	Student Growth Percentiles will be generated this year for Math and ELA. Progress Points based on ACCESS results will also be generated. That data is expected late summer/early fall.				
	(B) Increase student engagement	L.A. Rice	#1. Provide learning experiences that foster cognitive engagement	Identify tool & establish baseline; increase levels of cognitive engagement in future		School & district leaders and instructional coaches are defining cognitive engagement during 2022-2023 while discussing types of engagement, instructional strategies, and look-fors in the classroom.	Continuing discussions among content teams, Student Support, Special Education, School Safety, and T&L. A joint training was held by these departments in January for the Assistant Principals.			(B) Increase student engagement	
	(C) Develop and sustain consistent assessment & grading practices	L.A. Rice	#1. Establish consistent assessment practices across the district	Identify tool & establish baseline; increase levels of consistency		School & district leaders and teachers are meeting for Think Tank sessions during 2022-2023 to identify and adopt assessment principles that will drive our grading and assessment work.	We have hired an Assessment Coordinator for 2023-2024 who will lead much of this work. The Think Tank committee has developed a draft document for 2023-2024 Assessment and Grading Practices in FCS. We met with Dr. Bearden's Student and Teacher Advisory Groups to solicit their feedback and are finalizing a document to be shared at the June Leadership Retreat. We also had a committee of school and district reps attend the National Conference on Assessment and Grading in Atlanta in April.			(C) Develop and sustain consistent assessment & grading practices	
			#2. Implement consistent grading practices across the district	Establish baseline & targets via gradebook audit reports; increase levels of consistency							