



STRATEGIC PLAN 2019-2024





A Message from Superintendent Tim Scott, Ed.D

After a year of input and planning, we are proud to present the 2019-2024 Strategic Plan for Dalton Public Schools. This document represents the plan of work for the district over the next five years and how we will best serve students and improve schools.

The overarching theme of the Strategic Plan is to improve student success through work in four goal areas. Beginning with the input we received from our community through surveys and at meetings last fall, each of our goal area champions used that feedback and collaborated with district and school administrators to draft the performance objectives, initiatives and performance measurers that are the basis of the work ahead. Board members then refined the draft and approved the document that will now serve as our district's direction.

This Strategic Plan is designed to be a living document that will evolve over time and reflect the growth and changes of our schools and community. Each September, I will present a State of the Schools address where I will update our staff, parents and community on district progress based on the Strategic Plan and offer any refinements or changes that will be incorporated into the existing document.

I would like to express my appreciation to those individuals who participated in our stakeholder survey, town hall meetings or worked on a goal planning committee. Our desire was to create a plan that is clear and specific and that all stakeholder—parents, staff, students and the community—can support. We look forward to working together to best serve the needs of all of our children and raise our students' achievement.

Our Vision

World-class learning that prepares students for success in college, career and civic life.

Our Mission

The mission of Dalton Public Schools is to develop trusting relationships and provide quality work that engages students in profound learning.

Our Values

Dalton Public Schools fosters a culture of curiosity, creativity and perseverance where...

We know, value and inspire every student

We challenge all students to learn at higher levels

We engage students in opportunities to explore interests, aptitudes and passions

We understand that education is vital to the democratic way of life

We embrace equity and diversity

We work together to achieve more

We believe education is essential for a better quality of life

...because it is what our students deserve.

GOAL 1

Student Success Through College, Career and Life Readiness

Overarching Performance Measures:

- Increase the percentage of 3rd grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: English/Language Arts (ELA)-40%, Math-43%, Lexile Midpoint-47%)
- Increase the percentages of 5th grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: ELA-39%, Math-40%, Science-33%, Social Studies-25%, Lexile Midpoint-53%)
- Increase the percentages of 8th grade students scoring at proficient or above in the core content areas as measured by Georgia Milestones (Targets: ELA-36%, Math-27%, Science-18%, Social Studies-29%, Lexile Midpoint-64%)
- *Increase the district's 4-year cohort graduation rate to 84.94% as reported on the College and Career Ready Performance Index (CCRPI)

Performance Objective 1: Improve student mastery of standards

Initiative 1: Ensure students have access to a guaranteed viable curriculum

- Action 1.a Assess and evaluate tier 1 instruction in classrooms
- Action 1.b Ensure common understanding of curriculum and differentiation
- Action 1.c Develop multiyear plan to reduce class size in core content areas
- Action 1.d Continue daily administrative walkthroughs
- Action 1.e Examine barriers to curriculum access



Initiative 2: Increase and/or sustain partnerships to improve opportunities for early learning, birth to kindergarten

- Action 2.a Sustain current partnerships and seek new partnerships

Initiative 3: Allocate the use of time, materials, and fiscal resources for progress monitoring of achievement

- Action 3.a Administer Measures of Academic Progress (MAP) Growth Assessment in grades K-8 in ELA and Math
- Action 3.b Evaluate master schedules
- Action 3.c Continue effective use of Professional Learning Communities (PLC)

Initiative 4: Provide ongoing embedded coaching support for teachers in content areas

- Action 4.a Study *Student Center Coaching*
- Action 4.b Relieve instructional coaches of teaching responsibilities
- Action 4.c Restructure or fund additional instructional coaches at each school

Performance Measures:

- Increase the number of students scoring at proficient or above on standardized tests
- Increase the overall district CCRPI score
- Evaluate staff perceptual data

Performance Objective 2: Improve student social emotional learning competencies

Initiative 1: Professional learning and implementation of Growth Mindset

- Action 1.a Embed Growth Mindset information into district and school-level professional learning
- Action 1.b Share research and articles

Initiative 2: Build relationships through access to extracurricular opportunities

- Action 2.a Continue to collect connectedness data
- Action 2.b Possible student survey to gather info about what additional extracurricular activities students prefer

GOAL 1

Student Success Through College, Career and Life Readiness

(continued)

Initiative 3: Promote and continue the student assistance program

Initiative 4: Provide transition planning and individual graduation plans for every student

Action 4.a Hire a transition interventionist to work with 11th/12th graders

Action 4.b Hold at least 1 parent conference per year at the secondary level

Performance Measures:

- Evaluate staff perceptual data
- Increase the overall district CCRPI score
- Increase the number of students scoring at proficient or above on standardized tests

Performance Objective 3: Consistently engage students in work with high levels of cognitive demand

Initiative 1: Transition International Baccalaureate to a full diploma program

Action 1.a Meet with key stakeholders

Action 1.b Develop communication plan and timeline for implementation

Initiative 2: Implementation of the International Baccalaureate Middle Years Program (MYP)

Action 2.a Attend initial training to prepare for application submission

Action 2.b Develop and implement a communication plan for staff, students and parents

Action 2.c Order initial materials needed

Initiative 3: Engage school-based Professional Learning Communities (PLC) in data analysis, curriculum and vertical alignment, review of the cognitive demand of standards

Action 3.a Northwest Georgia Regional Educational Service Agency (RESA) to provide training in data analysis

Action 3.b Professional learning on standards (3D Day and February Professional Learning day)

Action 3.c District-designed professional learning

Initiative 4: Continue professional learning in areas of Depth of Knowledge, Academic Language and John Hattie's *Visible Learning*

Action 4.a Provide ongoing district-designed professional learning

Performance Measures:

- Increase the overall district CCRPI score
- Increase the number of students scoring at proficient or above on standardized tests
- Increase percentage of students enrolled in advanced curriculum
- Increase percentage of students who are pathway completers



GOAL 2

Student Success Through Recruitment and Retention of Quality Professionals

Initiative 1: Improved Comprehensive Incentive Program

- Action 1.a Develop regional comparables
- Action 1.b Identify desirable/impactful incentives
- Action 1.c Analyze budget for incentives support
- Action 1.d Implement identified and supported incentives

Initiative 2: Enhance recruitment efforts

- Action 2.a Host a job fair
- Action 2.b Enhance partnership with Dalton State College
- Action 2.c Search outside to other regions
- Action 2.d Develop marketing strategies

Performance Measures:

- Increase diversity within the Dalton Public Schools applicant pool
- Increase the number of applicants
- Enhance the employee compensation package

Performance Objective 2: Improve professional learning infrastructure

Initiative 1: Develop district-wide mentorship program

- Action 1.a Identify mentorship criteria for mentors
- Action 1.b Develop pairing process for mentors/teachers
- Action 1.c Determine impact

Initiative 2: Enhance district professional development Canvas Course

- Action 2.a Identify all required professional learning for district staff
- Action 2.b Find best sources for professional development
- Action 2.c Design course

Performance Measures:

- Establish a process of developing teacher understanding of Georgia Standards of Excellence (GSE)/ content which leads to student achievement
- Increase effectiveness of Professional Learning Committees (PLCs)

Performance Objective 3: Increase retention rate of quality staff

Initiative 1: Develop recertifying/recognition program

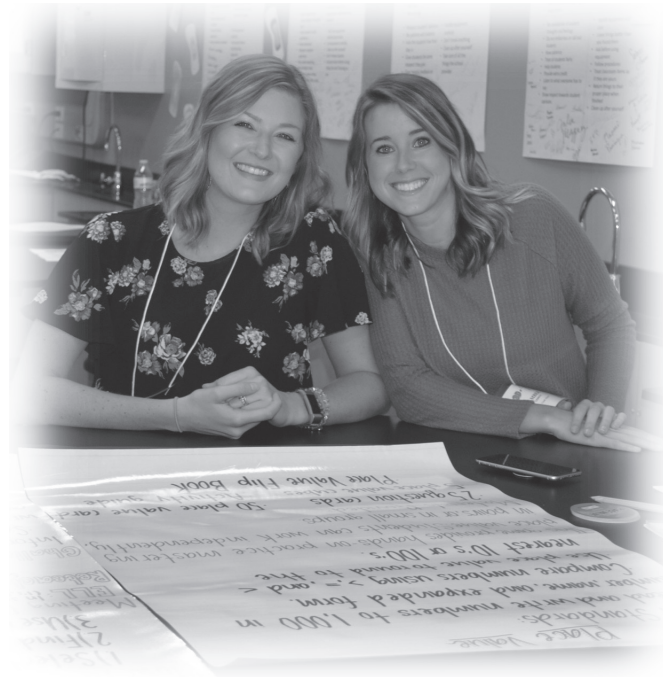
- Action 1.a Identify system of recognition (Pathways, Years of service, etc.)
- Action 1.b Enhance Leadership Program

Initiative 2: “Dalton Ready”

- Action 2.a Identify key areas of deficiencies in new teachers and develop training around these needs
- Action 2.b Meet with Dalton State College education leaders to develop partnership
- Action 2.c Develop application process and design a “signing day”

Performance Measures:

- Calculate and increase annual retention rate
- Increase participation in exit survey completion
- Develop and distribute a culture survey for staff



GOAL 3

Student Success Through Operational Excellence

Performance Objective 1: Provide state-of-the-art facilities

- Initiative 1:** Add a 6-7 grade school and reconfigure grades of all secondary schools to include a magnet school of choice
- Action 1.a Build an 80-classroom school with appropriate auxiliary spaces for a new district-wide grade 6-7 school
 - Action 1.b Retrofit Dalton Middle for grades 8-12
 - Action 1.c Improve secondary athletic field
 - Action 1.d Operate the new Hammond Creek Middle School

- Initiative 2:** Improve facility features and functionality
- Action 2.a List facilities in order of capital needs and age
 - Action 2.b Continuous research and improvement on roof systems
 - Action 2.c Continuous research and improvement on HVAC systems
 - Action 2.d Continuous research and improvement on lighting
 - Action 2.e Design of building and grounds to meet student needs

- Initiative 3:** Update technology for functionality and efficiency
- Action 3.a List hardware in order of capital needs and age
 - Action 3.b Maintain a comprehensive and accurate inventory listing beyond state requirements
 - Action 3.c Salvage obsolete equipment in a timely manner
 - Action 3.d Anticipate and maintain appropriate bandwidth needs for student and staff functionality
 - Action 3.e Continuous research and improvement with student, classroom and staff devices

Performance Measures:

- Establish and implement quality standards to improve the efficiency and functionality of all facilities
- Establish and implement standards for technology for all facilities

Performance Objective 2: Enhance school safety

- Initiative 1:** Improve staffing to meet security and safety needs throughout the district
- Action 1.a Communicate with Dalton Police Department on desired outcome for increase number of SROs
 - Action 1.b Develop and maintain budget for SROs
 - Action 1.c Determine basis for number of SROs at schools
 - Action 1.d Add a district administrator for Student Services with responsibility of school safety, security (operational and technology), and discipline

- Initiative 2:** Increase school safety technology
- Action 2.a Install IP security camera systems throughout hallways and exterior locations
 - Action 2.b Upgrade public address system to two-way IP-based systems
 - Action 2.c Research crisis management systems for possible implementation
 - Action 2.d Maintain an internal and external web filter
 - Action 2.e Improve processes and procedures to mitigate possible data breach

Performance Measures:

- Increase number of SROs assigned to schools
- Increase school safety technology

Performance Objective 3: Evaluate and commit the best use of financial resources

- Initiative 1:** Reallocate resources to fund strategic initiatives
- Action 1.a Evaluate existing costs on software
 - Action 1.b Evaluate existing costs on personnel
 - Action 1.c Evaluate existing costs on processes
 - Action 1.d Conduct needs assessments from principals and departments

- Initiative 2:** Increase revenues and sources of revenues to fund strategic initiatives
- Action 2.a Evaluate and maximize existing revenue
 - Action 2.b Engage in contractual service for grant writing

Performance Measures:

- Increase dollar allocation in budget for strategic initiatives

Hammond Creek Middle School



GOAL 4

Student Success Through Family and Community Engagement

Performance Objective 1: Develop and nurture a base of key community influencer

Initiative 1: Hold strategic public engagement meetings

- Action 1.a Hold an annual State of the Schools meeting for parents and community
- Action 1.b Host 3 Saturdays with the Superintendent events for the community
- Action 1.c Monitor school council elections and attendance to ensure robust participation
- Action 1.d Host 2 focus group sessions to include target influencers (community leaders, business owners, senior citizens, etc.) to explore influencer perceptions and understanding

Initiative 2: Create a DPS Ambassador Program

- Action 2.a Develop a curriculum for program
- Action 2.b Secure speakers from each area to represent their department
- Action 2.c Issue an invitation to targeted key influencers
- Action 2.d Hold the event
- Action 2.e Add the graduates names to our database of influencers as VIPs

Performance Measures:

- Increase the number of parents and community members who attend public engagement meetings for the district
- Increase the number of community members who successfully complete the DPS Ambassador Program
- Increase the number of recipients who open the District's eNewsletter each month

Performance Objective 2: Develop and nurture family support

Initiative 1: Enhance our district's educational opportunities for parents to learn how to support their child academically

- Action 1.a Evaluate the current class offerings by the family engagement coordinators and schools
- Action 1.b Hold teacher focus group with family engagement coordinators and schools to understand existing learning gaps of students

Initiative 2: Enhance marketing efforts to inform parents of ways to support their child's education

- Action 2.a Create a marketing campaign with a brand to stress parent involvement (Canvas, parent conferences, etc.)
- Action 2.b Evaluate ways parents can best support students through the use of district/schools resources

Initiative 3: Grow the Little Cats Program

- Action 3.a Work with Rock Bridge Church to create an appropriate space for another Little Cats class
- Action 3.b Recruit staff
- Action 3.c Review waiting lists and create student enrollment list

Performance Measures:

- Increase parent attendees in classes conducted by the family engagement coordinators or the schools that teach parents how to provide academic assistance to their child
- Increase the number of students and parents who are enrolled in the Little cats Program

Performance Objective 3: Enhance and sustain robust communications and community partnerships

Initiative 1: Create communications plans to inform the public about key initiatives and district changes

- Action 1.a Work with transition team to create plan to communicate grade reconfiguration
- Action 1.b Create marketing plan for new magnet school
- Action 1.c Provide ongoing communications for Hammond Creek Middle School construction and opening
- Action 1.d Update district communications plan to include annual internal and external effectiveness survey
- Action 1.e Add a communication specialist who can assist in telling our story through writing and videography

Initiative 2: Strengthen partnerships in schools that directly benefit students and their families

- Action 2.a Create a rubric to use to evaluate effectiveness of school partnerships to meet existing needs
- Action 2.b Compile and evaluate the community and non-profit partnerships at each school
- Action 2.c Develop a needs list for each school that could be met by a community partner
- Action 2.d Recruit community partners through local churches, organizations and businesses to fill needs list

Initiative 3: Establish a system or process for calculating the number of volunteer hours at each school

- Action 3.a Survey other districts regarding measurement systems for volunteers
- Action 3.b Develop and implement a system at each school to track volunteer hours
- Action 3.c Recruit volunteers from community and local businesses to spend time in schools
- Action 3.d Survey volunteers on the effectiveness of the system and the volunteer program

Performance Measures:

- Improve percentage of stakeholders who believe the district communicates effectively
- Increase the score on the partnership rubric for each school indicating the quality of the partnership
- Increase the number of volunteer hours provided at each school

Dalton Board of Education

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Superintendent of Schools

Dr. Tim Scott

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Wiley Dailey, deputy superintendent
Laura Orr, chief learning officer
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Mendy Woods, chief of human resources*

Our Schools

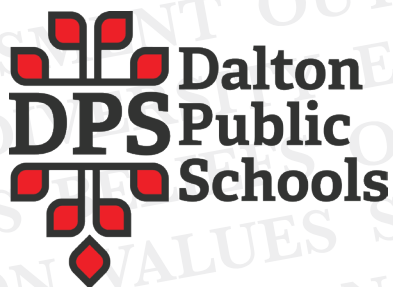
*Blue Ridge School
Brookwood School
City Park School*

Dalton High School

Dalton Middle School

*Park Creek School
Roan School
Westwood School*

Morris Innovative High School



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