



## Balanced Scorecard

Superintendent	Josh Ingle
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Board of Education	
Chair	Carolyn Bradford
Vice Chair	Johnny Warren
Members	Jason Crisp, Jennifer Hartline, Dr. Jayne Griffin

Visit our website: [www.dadecountyschools.org](http://www.dadecountyschools.org)

Check out our Annual Report to see the message from the Superintendent and other important information regarding our schools: <https://www.dadecountyschools.org/our-district/annual-reports>



**Strategic Goal 1: Academic Achievement and Success**  
prepared.

Performance Measure	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Student Enrollment FTE-1 by grade - transmission verification report</b>						
DES	792	786	748	730	771	782
Davis	286	282	258	246	249	260
DMS	495	499	465	428	421	424
DCHS	605	632	630	621	622	577
<b>District Enrollment (FTE 1 gadoe) gadoe</b>	<b>2178</b>	<b>2199</b>	<b>2101</b>	<b>2025</b>	<b>2063</b>	<b>2043</b>

<b>Goal Areas</b>						
<b>PBIS, Student Achievement and Success</b>						
encouragement for future growth that would be helpful for DC schools.						
<b>Davis Elementary</b>						
Communication		Programs		Incentives		
way communication with families		Programs		Daily SOAR Cards and Weekly Drawings		
School Facebook Page		Music Programs		Monthly DOJO Days		
Weekly Teacher Newsletters		Learning'		Bee Good Cafe		
Monthly Principal's Newsletters		School Bash, Fall Festival,		Canyon and 'The Nutcracker Ballet' at the Memorial		
Quarterly School Council Meetings		Awards Program		Readers of the Month		
Quarterly PTO Meetings		Veteran's Day Program		Character Awards		
Annual Title I Meeting		Painting with Parents Night		ST Math Field Trip		
<b>Dade Elementary</b>						
Communication		Programs		Incentives		
Class DOJO , School FB Page, Principal's		Awards & Promotion		Starbucks, Parent Luncheons, Parent Breakfast,		
<b>Dade Middle</b>						
Communication		Programs		Incentives		
House points are awarded for the following: Grades – Star and Honor Roll		PBIS costume	Connect days – a	\$100 gift cards (3)	Masquerade Dance	
Staff vs. student games	PBIS talent show	Classroom incentives – treasure box, treats, etc. for good behaviors		PBIS points based on attendance		
DMS - offers engineering as an elective. Children are exposed to this class beginning in 6 grade. Through this program, we have a DMS constantly highlights achievements		Each teacher has a PBIS store with daily items that can be purchased. These are				
<b>DCHS</b>						
Enhanced Communication: DCHS Information Hub Site which includes a weekly snapshot of upcoming events, addition of TVs in						
Monthly Character Education Recognitions	College and Career Fair (Grades 10-12)	Night at the Lookouts game recognizing Most		Mini-PDs after school		
DCHS began using the PBIS software in January 2023. Students earned points for being Respectful, On Task, Always Safe, and Responsible. Every teacher awarded points. Students could use their points earned in the teacher's store or in the school store. Examples of items in the stores included candy, drinks, ice cream social, flower bar, stickers, restaurant style lunch, a shout out on the news, participation in a food truck day, and a field trip.				Faculty Team Enhancement and Engagement		
Guest Speakers: Air Force, Georgia State Patrol, Carpenters Union, Junior Achievement.						
Parents invited to participate in the Top 10 announcement ceremony. We post Top Ten signs in our students' yards and post a						
DCHS highlights student achievement through quarterly newsletters, social media, newspaper, and semester award ceremonies.	Gold, Maroon and Wolverine cards are awarded to students who qualify by meeting the attendance and grades	Parents are invited to monthly parent council meetings to listen to school improvements, ask questions, give	DCHS offers an opportunity after school called ZAP (Zeros Aren't Permitted) where students can visit a teacher's classroom to make up missed assignments on Wednesdays 3:15 -			



Performance Measures							
CCRPI	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Dade Elem. Indicators	4th year milestones	5th year milestones	6th year milestones	7th year milestones	8th year milestones	9th Year Milestones	10th Year Milestones
% of students scoring at developing and above in ELA	83.6	86.35	COVID-19 - Testing Waived		80.38	78.02	To be released in fall of 2024
% of students scoring at developing or above in mathematics	88.86	88.89			88	82	
% of students scoring at developing or above in Science	84.78	85.71			87.2	74.5	
% of students scoring at developing and above in Social Studies	83.7	95.24			N/A	N/A	
<b>Davis Elem. Indicators</b>							
% of students scoring at developing and above in ELA	82.86	84.3	COVID-19 - Testing Waived		84.8	81.3	To be released in fall of 2024
% of students scoring at developing or above in mathematics	90.71	94.21			93.7	87.3	
% of students scoring at developing or above in Science	90.39	75.51			77.8	72.09	
% of students scoring at developing or above in Social Studies	92.3	79.59			N/A	N/A	
<b>Dade Middle Indicators</b>							
% of students scoring at developing and above in ELA	76.64	80.53	COVID-19 - Testing Waived		81.46	80.15	To be released in fall of 2024
% of students scoring at developing or above in Math	86.2	85.25			80.1	86.3	
% of students scoring developing or above in Science	62.74	78.48			81.87	38.1	
% of students scoring developing or above in Social Studies	80.7	78.48			81.37	73.02	
<b>Dade County High School</b>							
% of students scoring at developing and above in ELA	82.79	88.24	COVID-19 - Testing Waived		79.7	81.5	To be released in fall of 2024
% of students scoring at developing or above in Math	73.55	68.35			66	67.26	
% of students scoring developing or above in Science	75.97	81.53			71	68	
% of students scoring developing or above in Social Studies	69.17	80.07			66	78	
Gillingham Training, Learning-Focused Schools, Universal Classroom Supports for Educators: Part 2, K-2 and 3-5 Implementing DCHS - universal screeners APS in ELA and Math. This was the first year of this test administration.							



Test Scores							
Achievement Score Calculations based on Content Mastery CCRPI	Unit of Measure	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
4 year Graduation Rate	%	80.7	87.1	84.1	91.5	86.88	NA
9th Grade Literature and Composition %		5th Year Milestones	COVID-19 - Testing Waived		NA	NA	Test scores to be release in Fall of 2024
All Students	%	79.04			NA	NA	
American Literature & Composition		5th Year Milestones			6th Year Milestones	7th Year Milestones	
All Students	%	69.24			61.83	63.06	
Biology EOCT		5th Year Milestones			6th Year Milestones	7th Year Milestones	
All Students	%	74.2			54.88	58.6	
Physical Science		5th Year Milestones			NA	NA	
All Students	%	too few			NA	NA	
Algebra		5th Year Milestones			6th Year Milestones	7th Year Milestones	
All Students	%	46.53			48.59	51.5	
Geometry		5th Year Milestones			NA	NA	
All Students	%	62.03			NA	NA	
US History		5th Year Milestones			6th Year Milestones	7th Year Milestones	
All Students	%	74.24			62.07	75.3	
Economics		5th Year Milestones			NA	NA	
All Students	%	60			NA	NA	
ACT College Readiness (information from ACT report)							
		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
District/State Total Tested	Total Tested	60/53,036	95	76 (COVID-19)	104	85	To be released in Fall 2024
English - District/State	Total Tested	18.1/20.9	18.9	18.8	19.7/22.1	19.2	
Math - District/State	Total Tested	18.2/20.7	19.3	19.8	20.0/21.9	18.5	
Reading - District/State	Total Tested	20.1/22.2	21	21	22.1/23.4	21	
Science - District/State	Total Tested	19.5/21.2	20.3	19.8	20.6/22.4	20.2	
Composite - District/State	Total Tested	19.1/21.4	20	19.9	20.7/22.6	19.8	
AP Scores							
		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
		# of students/Avg. Score/# scoring 3+					
AP Eng. Lit.	31/2.00/6	Covid	28/2.07/6	24/2.9 avg/17 scored 3 or higher	19/3.11 avg/17 scored 3 or higher	To be released in Fall 2024	
AP Eng Language	50/1.84/8		28/2.29/12 scored 3+	30/2.13 avg/9 scored 3 or higher	26/2.04 avg/5 scored 3 or higher		



AP Gov		Covid	28/2.36/11 scored 3+		21/1.52 avg/1 scored 3 or higher	To be released in Fall 2024
AP US History	25/1.44/2		8/1.75/2 scored 3+		N/A	
AP World History	44/2.16/18		29/2.62/14 scored 3+	45/2.29 avg/13 scored 3 or higher	14/3.07 avg/9 scored 3 or higher	
Human Geography	55/1.69/7				N/A	
AP Cal			1/no average given/3	5/2.2 avg/2 scored 3 or higher	6/1.5 avg/1 scored 3 or higher	
AP Chemistry			10/2.1/2	8/1.63 avg/0 scored 3 or higher	5/2.6 avg/2 scored 3 or higher	
Ap Physics			1/no average given/2	1/1.52 avg/1 scored 3 or higher	N/A	

Composition, AP US Government, and AP World History: Modern.

person during FY24: English 1101, English 1102, Welding 1000, Welding 1010, Welding 1040, Welding 1090 through GNTC. We

**Student Achievement**

	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Dade Elementary School</b>						
Overall Progress	83.3	NA	NA	NA	80.6	NA
Overall Closing Gaps	93.8	NA	NA	NA	27.3	NA
Overall Content Mastery	78.8	NA	NA	73.3	68.5	NA
ELA Content Mastery	76.98	NA	NA	68.2	62.08	NA
Math Content Mastery	77.63	NA	NA	77.07	72.99	NA
Science Content Mastery	84.76	NA	NA	76.98	74	NA
Social Studies Content Mastery	81.44	NA	NA	NA	NA	NA
<b>Davis Elementary School</b>						
Overall Progress	88	NA	NA	NA	82.3	NA
Overall Closing Gaps	50	NA	NA	NA	25	NA
Overall Content Mastery	77.2	NA	NA	78.9	76	NA
ELA Content Mastery	76.87	NA	NA	70.98	71.18	NA
Math Content Mastery	88.86	NA	NA	88.85	83.48	NA
Science Content Mastery	65.3	NA	NA	72.23	67.44	NA
Social Studies Content Mastery	55.1	NA	NA	NA	NA	NA
<b>Dade Middle School</b>						
Overall Progress	79.3	NA	NA	NA	76.1	NA
Overall Closing Gaps	53.1	NA	NA	NA	53.1	NA
Overall Content Mastery	66.1	NA	NA	64.5	58.6	NA
ELA Content Mastery	64.35	NA	NA	64.27	62.34	NA
Math Content Mastery	69.07	NA	NA	63	68.82	NA
Science Content Mastery	67.09	NA	NA	70.32	25.79	NA
Social Studies Content Mastery	61.41	NA	NA	63.67	49.61	NA
<b>Dade County High School</b>						
Overall Progress	77.7	NA	NA	NA	44.3	NA
Overall Closing Gaps	100	NA	NA	NA	96.9	NA
Overall Content Mastery	67.8	NA	NA	56.8	62.1	NA
American Literature Content Mastery	74.3	NA	NA	61.83	63.06	NA
Alg 1 / Coordinate Alg Content Mastery	54.28	NA	NA	48.59	51.5	NA
Biology Content Mastery	74.2	NA	NA	54.88	58.6	NA
US History Content Mastery	68.29	NA	NA	62.07	75.33	NA



Students Served							
	Unit of Measure	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Special Programs - Students served	%	16%	15%/14.5%	15%	15.50%	15.12%	17.70%
Special Programs Evaluations completed by School Psychologist and/or Speech and Language Pathologists covering ages 3-21 (start in FY21)	#			106	127	119	152
Special Programs - Parent Mentor Information beginning for Fy23	Meetings: Family Supports Parent Workshop, Peace, Love and Harmony: IEP/IFSP Process, Kickball game (social gathering), Special Needs Planning (financial workshop for parents), Yellow Dot Program Meeting, Summer Camp for Chattanooga Area,						
Dade Elem.							
School/Year	Total Enrollment	Total State Reportable ODRs	Total % of students with 0-1 state reportable ODR	Student Attendance	New Data to Replace School Climate		
2024	833	139	96.88	93.2			
2023	819	97	97.19	92.94			
2022	786	110	96.95	94.1			
2021	793	50	98.99	95.63			
2020	827	138	96.49	95.38			
School/Year	School Climate (Survey)	Student Discipline	Safe and Substance Free	School-wide Attendance	Final Score	School climate isn't an area reported in CCRPI any longer, due to covid.	
2023	NA	NA	NA	NA	NA		
2022	Does not apply due to COVID-19						
2021							
2020							
2019	90.19%	98.45%	100.00%	94.42%	100.00%		
2018	88.19%	99.01%	99.44%	94.21%	95.20%		
2017	81.94%	99.18%	100.00%	94.08%	93.80%		
2016	83.83%	99.00%	97.91%	93.68%	93.60%		
2015	82.48%	98.61%	97.35%	94.98%	93.35%		
Davis Elem.							
School/Year	Total Enrollment	Total State Reportable ODRs	Total % of students with 0-1 state reportable ODR	Student Attendance	New Data to Replace School Climate		
2024	277	11	98.92	92.22			
2023	266	14	98.12	92.52			
2022	269	10	98.88	94			
2021	286	9	99.3	96.06			
2020	304	1	100	95.66			
School/Year	School Climate (Survey)	Student Discipline	Safe and Substance Free	School-wide Attendance	Final Score	School climate isn't an area reported in CCRPI any longer, due to covid.	
2023	NA	NA	NA	NA	NA		
2022	Does not apply due to COVID-19						
2021							
2020							
2019	87.59%	99.28%	100%	92.91%	99.90%		
2018	84.49%	99.37%	97.44%	93.59%	93.70%		
2017	83.46%	100%	100%	95.63%	94.80%		
2016	83.36%	99.69%	100%	95.36%	94.60%		
2015	84.58%	99.18%	95.83%	93.53%	93.78%		

Dade Middle						
School/Year	Total Enrollment	Total State Reportable ODRs	Total % of students with 0-1 state reportable ODR	Student Attendance	New Data to Replace School Climate	
2024	450	356	82.67	92.47		
2023	437	277	86.96	92.72		
2022	453	167	93.16	93.56		
2021	489	122	94.07	95.09		
2020	526	184	92.59	95.89		
School/Year	School Climate (Survey)	Student Discipline	Safe and Substance Free	School-wide Attendance	Final Score	School climate isn't an area reported in CCRPI any longer, due to covid.
2023	NA	NA	NA	NA	NA	
2022	Does not apply due to COVID-19					
2021	Does not apply due to COVID-19					
2020	Does not apply due to COVID-19					
2019	78.77	79.29	87.61	93.96	89.9	
2018	72.69	83.43	87.68	95.67	84.9	
2017	74.503	83.742	87.425	89.532	83.8	
2016	68.562	89.621	85.79	90.761	83.684	
2015	31.971	77.336	80.145	90.805	70.064	
DCHS						
School/Year	Total Enrollment	Total State Reportable ODRs	Total % of students with 0-1 state reportable ODR	Student Attendance	New Data to Replace School Climate	
2024	617	130	96.11	91.34		
2023	640	176	94.22	91.17		
2022	654	202	91.9	91.14		
2021	655	133	95.73	95.55		
2020	660	133	95.91	95.11		
School/Year	School Climate (Survey)	Student Discipline	Safe and Substance Free	School-wide Attendance	Final Score	School climate isn't an area reported in CCRPI any longer, due to covid.
2023	NA	NA	NA	NA	NA	
2022	Does not apply due to COVID-19					
2021	Does not apply due to COVID-19					
2020	Does not apply due to COVID-19					
2019	78.31%	90.02%	85.59%	92.90%	91.70%	
2018	69.04%	83.44%	79.92%	97.87%	81.10%	
2017	61.28%	83.02%	86.78%	87.38%	79.60%	
2016	65.73%	83.66%	85.29%	91.27%	81.49%	
2015	67.87%	61.05%	80.54%	92.43%	75.47%	



Goal Area Part 4							
the next level, college, or career. High School indicators include literacy, student attendance, accelerated enrollment,							
Performance Measure	Unit of Measure	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Number of CTAE Pathways	#	10	10	10	10	10	10
Students completing 3 or more designated CTAE Pathway Courses (11-12) Beginning FY21 only 12th grade will be listed.	#	165	211	109	127	145	154
Accelerated Enrollment: via Dual Enrollment, , Advanced Placement courses, or International Bacculaureate courses	%	60%	60%	59%	51%	34%	27
Pathway Completion: via Advanced academic, CTAE, Fine Arts, World Language	%	84.5	No Information due to COVID	76.76	81.94	95	98
College and Career Readiness: via Entering TCSG/USG without needing remediation, Readiness score on the ACT, SAT, AP or IB, End of Pathway Assessment, and Work-based Learning	%	59.26	No Information due to COVID			48.73	TBD
Percent of 5th grade students with a complete career portfolio by end of grade 5.	% of students	100%	100%	100%	100%	100%	98
<b>DCHS Youth Apprentice Program (YAP) and Work Based Learning (WBL)</b>							
		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
# of Students in YAP		19	16	12	13	15	32
# of YAP Hours		6800	5773	3707	5375	7863	10281
Amount of YAP Wages		\$38,731.00	\$23,432.00	\$24,185.00	\$12,166.00	\$72,748.00	\$99,616.39
# of Students in WBL		60	72	34	53	106	47
# of WBL Hours		31968	38190	19812	29846	37414	20700
Amount of WBL Wages		\$234,882	\$234,882	\$160,681	\$270,104	\$365,199	\$211,044.78
23 30 students participating in Summer Work-Based Learning and they will receive 1/2 to 1 full credit based on the # of hours work							





## Goal II. District Culture

To create a district culture that permeates each school creating school climates that are nurturing, safe, orderly and provide continuous support for instruction and learning.

Performance Measure		2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Character Education Plan	Yes/No if Plan is in Place	King's Club	King's Club	King's Club	The Medal of Honor	Navigate 360	Navigate 360
Positive Behavioral Interventions and Supports (PBIS)	Yes/No if Plan is in Place	Yes	Yes	Yes	Yes	Yes	Yes
Bus Safety Meetings/Trainings	# of Trainings	8	8	9	9	4	12
Bus Safety Plans for Students - 2 per year is required by the DOE	# of Trainings	2	2	2	2	2	2
Safety Plans Revised for Each School	% for all schools	100	100	100	100	100	100
Law Enforcement Meetings/Safety/Webinars for Safety/Covid Reporting FY22	# of Meetings		17 Safety and 6 Capital Project meetings	12 Safety	36	12	33
Policy Review	Board Reviews Policies and makes any updates	Review Policies as needed	Review Policies as needed	Review Policies as needed	Review Policies as needed	Review Policies as needed	Review Policies as needed
<b>Professional Learning/Professional Learning Plans</b>							
DES	Reviewed by Director	Yes	Yes	Yes	Yes	Yes	Yes
DMS	Reviewed by Director	Yes	Yes	Yes	Yes	Yes	Yes
Davis	Reviewed by Director	Yes	Yes	Yes	Yes	Yes	Yes
DCHS	Reviewed by Director	Yes	Yes	Yes	Yes	Yes	Yes



### Goal III Stakeholder Engagement

To promote and support stakeholder engagement with families, businesses, community organizations/leaders and faith-based groups which will provide

Performance Measure	Unit of Measure	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
<b>Infinite Campus launch of Online Registration</b>						Launch for PreK	Launch system-wide	System Wide
<b>Communication with other agencies</b>								
Meetings: Board of Health, Dade First, Ga Hope, etc.	# of Meetings	12	11	3/COVID-19	7	20	20	5
<b>Transition Academies</b>								
Special Education Transition Fair	# of Meetings	1	1	COVID-19	COVID-20	1	1	1
Regular Education Transition Fair	# of Meetings	1	1	COVID-19	COVID-20	1	1	1
HS works with GNTC with Student Success Academy and other programs		Yes	Yes	COVID-19	COVID-20	Yes	Yes	Yes
<b>Workshops for Parents</b>								
Each School Held Meetings or workshops for Parents: Title I, STEAM, STEM, Parent Conferences, etc.	Yes	Yes	Yes	Due to COVID-19 Schools did virtual meetings, scheduled visits: Example: Combined Davis and DES had 33 opportunities for stakeholders to engage in their school		Yes	Yes: DMS 6-Parent Advisory Board Meetings	18
<b>Program Meetings (listed on Simbli)</b>								
District TKES/LKES Evaluation Process	Report from TLE Platform	Yes	Yes	Yes	Yes	Yes	YES	YES
<b>Communication to increase and promote Stakeholder Information</b>								
Constant Contact/Superintendent's Weekly Newsletters - enhanced by adding more links and providing multiple ways parents can be involved in their student's education. DMS sends out weekly newsletter.					All Schools Twitter and Facebook			
Surveys/Open House/Parent Conferences/Veteran's Day Programs, Pep Rallies, Talent Shows, and more					Board Policies placed online for public review/and feedback can be given			
Electronic Signs					Articles and Events published online and in the local newspapers			
Developed Superintendent/student/teacher/parent advisory committees for the FY23 school year					Partnership with Alliance for Dade - College/Career Fair - Survey sent out to vendors on what was good and what we can improve on.			
Annual Report: Aligns with District's Strategic Plan					Board Meetings are televised/2 local news orgins report on board meetings			
Rebranding/Social Media					DMS Parent Advisory Board Meetings			
Mobile Pantry - Helping Hands Ending Hunger Program: United Way of Greater Chattanooga, Carla Harward and Pedro Avia, Helping Hands, Martha Baker, Dade First Family Connection, Carey Fauscett-Anderson- Deputy Clerk, Public Information and Relations, Teleflex staff, Chattanooga Food Bank, Representative Mike Cameron, and SRO Denny Reyes					Big Calendar - utilized district-wide			



### Goal IV - Organizational Culture

Recruit and Retain a highly qualified, focused and motivated workforce

Performance Measure	Unit of Measure	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Job Postings on Teach Ga - from HR	# of postings	32		38	38	26	33	43
Employee/Student Recognition at BOE Meetings	# of employees recognized at Board Meetings/Community	YES	YES	YES	YES	YES	YES	YES
Job Expectations and Evaluations - HR TKES/LKES Certified	% Complete Each Year	100	100	100	100	100	100	100
Job Descriptions Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised
Organizational Chart Revised	Reviewed/Revised	Revised	Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised	Reviewed/Revised
Compliance Directory for all staff	% of Employees completing Compliance directory	100%	100%	100%	100%	100%	100%	100 %
<b>Teacher Qualifications</b>								
Doctorate	%	7%	6%	5%	5%	5%	4%	3%
Ed Specialist	%	21%	17%	18%	18%	19%	23%	21%
Masters	%	48%	48%	48%	50%	51%	46%	51%
Bachelors	%	23%	29%	29%	27%	25%	27%	25%
Teacher Induction Program and Mentoring Plan for new Employees								
Induction Program		Yes	Yes	YES	YES	YES	YES	YES
<b>Employees</b>								
Classified Employees	#	116	112	112	114	117	113	121
Certified Employees	#	186	184	186	188	186	180	186
<b>Total</b>	<b>#</b>	<b>302</b>	<b>296</b>	<b>298</b>	<b>302</b>	<b>303</b>	<b>293</b>	<b>307</b>

DCHS - Vertical Team Meetings - Great for all our teachers for a few reasons. One, it allowed same subject/grade level teachers from different schools to meet and begin digging into the new math standards being implemented for the 23-24 school year by working on a crosswalk together. We also were able to look at a concept, like expressions, where each grade level, pre-k to Calculus, found a standard and provided examples of how this math concept shows up in what they teach. It prompted enjoyable conversation of how what we teach is connected throughout and the importance of common vocabulary with the skills being taught because it is used later. I have been here 8 years, and conversations like that have never happened for math before County wide. At least that I have never been a part of. Those kinds of conversations are important if we want our students to have a solid foundation in their math skills as they continue to move upwards. It would be great if we could have sessions like that more often. I know time and resources can tend to affect that.

DCHS - We held a school social outing at Southside Social in May.

DCHS Professional Development: Peer observations with a feedback form, ELA teachers received "Turn It In" training and programs, Inclusion teachers and co-teachers participated in PLC from Susan Reyes about effective inclusion strategies, PLC Google Classroom, and focused on two high yield strategies, numbered heads and think-ink-pair-share.

FY 23 Davis Teacher Incentives -Weekly SOAR card drawings for recognizing positive student behaviors, themed/casual days, and monthly treats/games, and PRIDE awards. A care and comfort room.

FY 23 Davis - math team met on 7 dates (8/4, 9/28, 10/26, 11/7, 1/25, 3/10, & 3/27). Our ELA team met 10 times (6/20/22-6/23/23, 9/21, 10/19, 11/7, 1/18, and 4/18). Our teachers are utilizing creating common frameworks for classroom instruction, common assessments/benchmarks, all are placing an emphasis on writing across the content. We also conducted an elementary/middle vertical meeting with 5th and 6th grade teachers. Teachers were able to share resources, align standards, and develop plans for instructional gaps in standards.

DMS - utilized MAP as their universal screener for reading and math. Flexible grouping is used based on this data.



DMS - 5th grade teachers met with all DMS ELA/Reading teachers. This meeting was during an In Service Day (1/3). The feedback was very positive. It helped everyone get on the same page with writing expectations. They hashed out curriculum. The group wants to do this again.

DMS - Throughout the year we have potlucks, dress downs and other treats for our staff. As part of PBIS, we have gift card giveaways. We also have song trivia and other games over the intercom for teachers.

DMS held PD this year centered on Safety, Learning Focus practices, Grading for Mastery, Curriculum Mapping, Cognitive Strategies, and Writer's Workshop.

DCHS - For teacher appreciation week, students washed the cars of teachers that signed up. Movie treat bags, chip day, and a Sundae station were provided to staff. Finally, a drink cart worked by students went around to serve beverages to teachers and staff.

District Wide Leadership attending multiple career fairs to recruit talented individuals.

District Raised funds to provide teachers with Chickfila for Teacher appreciation.

Updated streamlined processes for New Hires.

Teacher certification renewal process now completely online.

Utilize social media to announce job openings within our school district

Partnership with community businesses to help promote schools

Career Fair

Mass emails sent out to staff members to notify of current job openings so they have the opportunity to apply or help recruit

Partner with local Colleges and Universities to provide opportunities for upcoming graduates/recruitment



Strategic Goal V. Effective Financial Management							
Ensure fiscal accountability through efficient and productive use of resources and by being trustworthy stewards of taxpayers money.							
Performance Measure	Unit of Measure	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24
		2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2023-2024
<b>General Fund</b>							
Operating Budget	Amount	\$18,847,585	\$20,299,818	\$20,222,530	\$18,759,687	\$20,117,193	\$22,011,262
Millage Rate	%	15.3230	15.3300	15.3300	14.3880	14.2000	14.0000
Travel (Genesis) General Fund	Amount	\$32,932.07	\$22,513.71	\$4,172.39	\$10,965.28	\$12,798.01	\$24,212.45
<b>SPLOST Revenues</b>							
Sales Tax	Amount	\$2,659,823.36	\$2,624,009.05	\$2,751,035.08	\$3,362,800.97	\$3,692,851.12	\$3,253,806.78
Earn/Invsmnt/Dep	Amount	\$4,259.22	\$4,599.87	\$3,104.69	\$4,442.41	\$9,350.90	\$9,350.90
CAP Outlay Grant/GSFIC	Amount	\$0.00	\$0.00	\$0.00	\$78,885.69	\$515,755.31	\$0.00
Total		\$2,664,082.58	\$2,628,608.92	\$2,754,139.77	\$3,446,129.07	\$4,217,957.33	\$3,263,157.68
<b>SPLOST Expenditures</b>							
		FY 19	FY 20	FY 21	FY 22	FY 23	FY 24
Total Expenditure Instruction		\$361,333.22	\$123,281.56	\$332,153.92	\$73,224.61	\$137,895.60	\$368,238.91
Total Expenditure Pupil				\$57,665.56	\$25,265.24	\$40,644.37	\$255,054.46
Total Expenditure				\$386,218.35	\$373.75	\$23,553.00	\$0.00
Total Expenditure General				\$6,985.71	\$10,101.94	\$24,181.22	\$8,411.13
Total Expenditure School				\$2,695.85	\$7,018.55	\$14,923.83	\$11,412.04
Total Expenditure Support			\$53,201.99	\$39,663.32	\$888.30		\$0.00
Student Transportation		\$296,931.00	\$218,004.00	\$215,413.00	\$34,931.84	\$39,585.00	\$101,079.99
Maintenance & Operation			\$381,166.97	\$762,494.91	\$241,178.75	\$165,681.09	\$154,153.65
Total Expenditure Other				\$41,268.41			\$0.00
Total Expenditure Facilities		\$2,580,575.58	\$2,062,746.41	\$2,010,300.63	\$708,137.41	\$976,220.32	\$1,361,702.41
Totals		\$3,238,839.80	\$2,838,400.93	\$3,854,859.66	\$1,101,120.39	\$1,422,684.43	\$2,260,052.59
<b>Major Utilities Overview</b>							
<b>Water - Genesis/Water Company (93) report</b>							
DES	Amount	\$16,311.25	\$11,051.66	\$12,550.86	\$14,518.53	\$14,223.00	\$13,738.73
DMS	Amount	\$6,907.13	\$5,465.26	\$5,285.76	\$7,384.70	\$8,304.42	\$8,683.93
Davis	Amount	\$5,171.60	\$5,255.42	\$3,741.74	\$2,758.80	\$3,528.80	\$2,889.64
DCHS	Amount	\$27,991.10	\$20,696.98	\$15,715.23	\$28,415.27	\$24,303.48	\$23,439.32
Central/Maint./Transportation	Amount	\$1,559.40	\$1,813.00	\$2,064.54	\$2,325.39	\$2,170.80	\$2,552.07
Totals		\$57,940.48	\$43,210.37	\$39,358.13	\$55,402.69	\$52,530.50	\$51,303.69
<b>Energy - Natural Gas - Genesis Report (Blossman: 6175 &amp; Scanna:4033)</b>							
DES	Amount	\$16,403.27	\$13,550.99	\$7,297.28	\$6,632.80	\$10,823.44	\$12,042.31
DMS	Amount	\$9,440.81	\$9,407.14	\$6,997.94	\$6,167.88	\$7,294.18	\$6,534.67
Davis	Amount	\$7,164.81	\$5,578.34	\$4,739.96	\$4,695.32	\$3,731.68	\$3,805.71
DCHS	Amount	\$64,799.62	\$29,848.42	\$21,384.14	\$17,963.00	\$22,336.44	\$15,447.28
Totals		\$97,808.51	\$58,384.89	\$40,419.32	\$35,459.00	\$44,185.74	\$37,829.97



Energy - Power Bill - Ga Power website (117)							
DES	Amount	\$153,846.21	\$137,474.89	\$110,688.21	\$127,513.76	\$135,291.58	\$136,890.81
DMS	Amount	\$99,297.51	\$99,730.74	\$75,161.34	\$79,864.70	\$83,775.82	\$98,861.30
Davis	Amount	\$95,162.16	\$100,533.01	\$73,389.79	\$76,199.01	\$83,035.35	\$83,757.91
DCHS	Amount	\$148,597.54	\$164,871.10	\$140,206.61	\$159,044.32	\$166,372.79	\$177,475.69
Board/Trans/ Maint.	Amount	\$29,963.12	\$28,937.70	\$21,739.29	\$29,193.16	\$28,492.32	\$23,795.74
Totals		<b>\$526,866.54</b>	<b>\$531,547.44</b>	<b>\$421,185.24</b>	<b>\$471,814.95</b>	<b>\$496,967.86</b>	<b>\$520,781.45</b>

Phone Bills - Genesis Report (Trenton Telephone 270)							
DES	Amount	\$8,686.29	\$8,757.61	\$8,932.85	\$8,793.21	\$9,988.10	\$9,162.50
DMS	Amount	\$4,067.76	\$4,094.16	\$4,159.20	\$5,192.87	\$6,425.05	\$6,497.81
Davis	Amount	\$4,621.99	\$4,704.35	\$4,827.82	\$5,643.71	\$6,518.25	\$5,981.07
DCHS	Amount	\$7,827.46	\$7,482.95	\$7,614.86	\$6,852.51	\$7,281.75	\$6,678.41
Totals		<b>\$25,203.50</b>	<b>\$25,039.07</b>	<b>\$25,534.73</b>	<b>\$26,482.30</b>	<b>\$30,213.15</b>	<b>\$28,319.79</b>

FY21 each school was charged with 14,900. for 10 gig fiber installation

**Additional Financial Accountability**

SNP							
Performance Measure	Unit of Measure	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
							Subject to Change until FY24 is Officially Closed Out
SNP Budget	Amount	\$1,454,050	\$1,497,050	\$1,570,067	\$1,860,000	\$1,669,500	\$1,555,000.00
Breakfast Participation	%	37.4	39.2	46.6	40.5	36.3	38.4
Lunch Participation	%	76.9	82.6	64.5	76	77.73	76.5
Free and Reduced Eligibility	%	56.03	56.03	50.93	21.78	46.83	61.72
Paid Breakfast All	\$	0.95	0.95	free	free	0.95	0.95
Paid Elem Lunch	\$	1.95	1.95	free	free	1.95	1.95
Paid Middle Lunch	\$	2.15	2.15	free	free	2.15	2.15
Paid High Lunch	\$	2.25	2.25	free	free	2.25	2.25
Reduced Breakfast	\$	0.3	0.3	free	free	0.3	Free
Reduced Lunch	\$	0.4	0.4	free	free	0.4	Free

**Transportation Information - Finance and Transport+C16:L31 Station Director - General Fund Account**

Number of buses	#	20	28	28	27	27	27
# of Buses Purchased in fiscal year	#	3 (72 passenger)	3	3	0	Buses have been ordered but not received or paid for. Will Record when buses are received and paid for.	3
Cost for New Buses	Cost	\$392,284.00	\$295,224.00	\$285,360.00	\$ -	\$ -	\$361,050



General				\$77,220.00		n/a	Reimbursed with Bus Bonds: \$264,330
SPLOST				\$208,140.00		n/a	\$96,720
Miles per route	Average	36.25	33.21	33	68	72.24	73.53
Bus Inspections per Ga St. Patrol	%	100%	100%	100%	100%	100% of working buses passed. We have two buses that are mechanically beyond repair and will be surplussed once the new buses arrive.	100
Bus Inspections per Committee		Every bus is inspected once a month by committee	Every bus is inspected once a month by committee	Every bus is inspected once a month by committee	Every bus is inspected once a month by committee	Every bus is inspected once a month by committee	Every bus is inspected once a month by committee
Bus Driver Drug Test Results	% of negative results	100%	100%	100%	100%	100%	100
Number of Bus accidents	#	1 (fault of other driver)	0	0	0	1	1
Professional Development for Bus Drivers/Beginning in FY17	#	4 meeting/80 attendees and 2 emergency evacuation drills for every bus	8 meetings/22 drivers, 1 emergency drill for each route (20)	9 meetings/	6 meetings	6 meetings	10 Meetings: 2 Emergency Drills
Student Transportation Energy (fuel & electricity) Costs General Fund	Cost per year	\$113,457.63	\$96,116.30	\$51,450.11	\$19,491.17	\$23,014.17	\$32,094.38
Student Transportation Energy (fuel & electricity) Costs Other Funds		\$ -	\$ -	\$ -	\$108,133.19	\$118,926.76	\$104,995.25
Total Expenditures Student Transportation Service: General Fund Total	Cost per year	\$995,948.66	\$843,316.86	\$525,297.30	\$214,823.74	\$288,582.22	\$346,177.14
Expenditures Student Transportation Service: Other Funds		\$487,314.63	\$473,760.46	\$744,645.75	\$812,264.48	\$759,266.35	\$952,307.71
<b>Maintenance Information</b>							
General Fund Expenditures for Maintenance	Total Cost	\$1,513,947.82	\$1,654,991.24	\$1,659,287.34	\$1,466,272.00	\$1,544,381.48	\$1,954,472.15
<b>Workers Compensation and Property - GSBA</b>							
Premium Amount (from Bd. Meeting)	Total Cost	\$99,278.00	\$99,688.00	\$91,284.00	\$83,443.00	\$76,052.00	\$77,623.00
Total Claims (GSBA)	#	9	5	16	18	27	11



**DADE COUNTY  
SCHOOL SYSTEM**  
CHARACTER. TRADITION. KNOWLEDGE.

<b>Total Amount Paid for Claims (GSBA)</b>	Total Cost	\$8,796.29	\$970.63	\$396,871.51	\$57,179.86	8722.52	\$9,492.17
<b>Property and Liability (Board Minutes)</b>	Total Cost	\$60,187.00	\$64,924.00	\$75,246.00	\$82,853.00	\$88,304.00	\$127,594.00
<b>Textbooks (Genesis)</b>							
<b>DES</b>	FY14 Reading \$75104.85 and Math \$48798.75	\$80,116.61 Math		\$140,279.14 Reading	\$2779.50/Reading	\$7,726.90 Reading/\$8,365.12 Science	\$6,071.11 Reading
<b>DMS</b>		\$46343.55 Science, \$6,870.57 Algebra, and \$60,063.83 Math	Science \$2,56954		\$3814.90/Reading Benchmark Assessments	\$4,735.86 Reading	\$5,373.46 Reading
<b>Davis</b>	FY14 Reading \$36041.41 for K-5	\$26,112.08 Math		\$77,017,.44/Reading		\$4,227.5 Reading/\$4,034.81 Science	\$1,779.47 Reading
<b>DCHS</b>	FY14 Math \$65,019.40	\$2,421.14 Calculus, \$3588 AP Lit., \$8,912.80 History, \$5,690.50 AP Human GEO, and \$54,856.51 Math	Government, nutrition Life Span Development, Bible, Algebra \$19,241.61	\$10,910.38/AP/AG	Replacement of textbooks/\$293.45	\$99.95 Math/\$5,465.23 Reading	\$6,450.86 Reading







**DADE COUNTY  
SCHOOL SYSTEM**  
CHARACTER. TRADITION. KNOWLEDGE.

ESSER II CRRSA 84.425	Not Awarded in FY 18	Not Awarded in FY 19	Not Awarded in FY 20	\$1,494,532.00			Not Awarded in FY 24			
ESSER III: ARP: WBL				Not Awarded in FY 21	Not Awarded in FY 22	\$3,500.00		Not Awarded in FY 23	Not Awarded in FY 23	
ESSER III: ARP: School Safety Grant						\$50,000.00				
ESSER III: ARP: Technology Grant						\$100,000.00				
CARES Act Relief Fund				\$360,094.00	Not Awarded in FY 22	Not Awarded in FY 23		Not Awarded in FY 23	Not Awarded in FY 23	
ESSER CARES SPED				\$4,052.00						
ESSER CARES ACT NURSE				\$15,000.00						
ESSER II CRRSA				\$283,127.00						
ESSER CARES AG ED				\$222.00						
ESSER CARES AG EY				\$189.00						
ESSER CARES CTAE ED				\$1,011.00						
ESSER CARES CTAE SUP.				\$715.00						\$1,419.00
ESSER CARES CTAE YOUTH APPRENTICE				\$906.00						Not Awarded in FY 22
IDEA ARP 611				Not Awarded in FY 21						\$94,880.00
IDEA 619 CFDA 84.173X				Not Awarded in FY 21	\$6,126.00					
Pupil Transportation - State Bonds				\$24,598.00	\$77,220.00	\$77,220.00		Not Awarded in FY 22	Not Awarded in FY 23	
Special Ed IDEA Supp.	Not Awarded in FY 19	Not Awarded in FY 20	\$4,052.00							
State Personnel Dev. Grant			\$7,000.00							
Vocational Construction Related Equipment - State Bonds	Not Awarded in FY 19	Not Awarded in FY 20	Not Awarded in FY 21	Not Awarded in FY 22	Not Awarded in FY 23					
						\$63,000.00				