

Houston County School District Strategic Measures of System Success (SMoSS)

Our mission is to produce high achievement for all through continuous growth.

Our vision is to be the standard for world-class education.

The Purpose of the HCSD SMoSS

The HCSD SMoSS serves as the school district's balanced scorecard, which is a tool used to track and measure progress on strategic actions included in the HCSD 2023-2028 Strategic Plan. This comprehensive balanced scorecard incorporates objectives for both student achievement and nonacademic goals associated with initiatives affecting student performance across diverse departments within the school district. While we take pride in surpassing Georgia's benchmarks on numerous aspects of student achievement, we do not view this accomplishment as our sole indicator of success. Aligned with our commitment to continuous improvement, we set ambitious goals aimed at increasing our performance from the preceding year. Because of our high expectations, our balanced scorecard shows data in red indicating that we did not meet our target on that measure. This transparency underscores our commitment to improve results each year, as we firmly believe that establishing challenging goals is vital to fostering a culture of excellence in learning and growth.

The HCSD SMoSS is aligned to the four goal areas listed below from the 2023-2028 Strategic Plan:

Goal 1	Goal 2	Goal 3	Goal 4
Student	Student and Stakeholder	Organizational	Learning and
Achievement	Engagement	Effectiveness	Growth





Goal Area 1: Student Achievement

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Focus Area	Actions	Measure	Grade	2019	2020	2021	2022	2023	2024	2025
	SG1-PO1-IA -AS1-Systematically plan, review, and adjust written and aligned curriculum, instruction, and assessment resources for all grade levels and all content areas.	% of students at or above the reading Lexile midpoint on the EOG	3	52.1	-	50.4	52.7	49.5	48.8	50.34
High Quality Instruction: Reading	SGI-POI-IA -AS8-Review and revise system-level essential standards to assist teachers in determining school- level essential standards. SGI-POI-IA -AS10-Provide explicit instruction in the areas of fluency, phonemic awareness, and phonics in K-3	% of students at or above the reading Lexile midpoint on the EOG	5	65.3	-	62.1	60.4	58.8	68.7	69.64
ality Inst Reading	classrooms. SGI-POI-IA -AS12-Provide explicit reading instruction to support academic growth and achievement of all learners.	% of students at or above the reading Lexile midpoint on the EOG	8	69.3	-	64.8	63.2	63.9	70.8	71.68
High Qu	SGI-POI-IA -AS13-Develop and maintain access to courses and curriculum through online learning opportunities for all students.									
1	SG1-PO1-IB -AS2-Utilize strategies that emphasize and encourage all learners to use higher-order thinking skills.	% of students reading at or above grade level on the American Lit EOC	11	74.7	-	61.4	70.8	70.3	70.0	70.90
ou:	SG1-PO1-IA -AS1-Systematically plan, review, and adjust written and aligned curriculum, instruction, and assessment resources for all grade levels and all content areas. SG1-PO1-IA -AS2-Provide explicit instruction in the areas of Standards of Mathematical Practice and Mathematical Modeling.	% of students scoring at <u>Proficient Learner</u> or above on the Math EOG	3	55.0	-	47.0	55.0	50.5	53.0	54.41
High Quality Instruction: Mathematics		% of students scoring at <u>Proficient Learner</u> or above on the Math EOG	5	45.0	-	41.0	46.0	43.7	47.0	48.59
gh Quality Mathe	SG1-PO1-IA-AS9-Use a balanced assessment system to meet individual learners' needs. SG1-PO1-IA-AS12-Provide explicit math instruction to support academic growth and achievement of all learners.	% of students scoring at <u>Proficient Learner</u> or above on the Math EOG	8	44.0	-	44.0	42.0	46.2	52.0	53.44
H	SG1-PO1-IA-AS14-Provide a systematic approach for collaborative planning utilizing the state content standards.	% of students scoring at <u>Proficient Learner</u> or above on the Algebra EOC	HS	50.0	-	38.0	47.0	44.0	59.4	60.62
uction:	SG1-PO1-IA -AS1-Systematically plan, review, and adjust written and aligned curriculum, instruction, and assessment resources for all grade levels and all content areas. SG1-PO1-IA-AS3-Provide teachers with resources to plan or adapt inquiry lessons that integrate three	% of students scoring at <u>Proficient Learner</u> or above on the Science EOG	5	48.0	-	46.0	44.0	43.7	47.2	48.78
High Quality Instruction: Science	dimensions of science learning. SGI-POI-IA-AS5-Provide experiences and examples of student engagement in all science and engineering practices integrated with disciplinary core ideas and cross-cutting concepts. SGI-POI-IA -AS8-Review and revise system-level essential standards to assist teachers in determining school-	% of students scoring at <u>Proficient Learner</u> or above on the Science EOG	8	37.0	-	40.0	39.5	36.0	34.7	36.66
	level essential standards. SGI-POI-IA-ASI3-Develop and maintain access to courses and curriculum through online learning opportunities for all students.	% of students scoring at <u>Proficient Learner</u> or above on the Biology EOC	HS	52.0	-	43.0	53.0	51.0	50.9	52.37



Baseline
Not Meeting
Maintaining
Progressing
Target

Goal Area 1: Student Achievement (cont.)

	. I					Score A	ttainment			Target
Focus Area	Actions	Measure	Grade	2019	2020	2021	2022	2023	2024	2025
High Quality ruction: Social Studies	SG1-PO1-IA -AS1-Systematically plan, review, and adjust written and aligned curriculum, instruction, and assessment resources for all grade levels and all content areas.	% of students scoring at <u>Proficient Learner</u> or above on the Georgia Social Studies EOG	8	42.0	-	46.0	47.0	41.1	44.1	45.78
High Quali Instruction: Studies	SGI-POI-IA-AS4-Provide teachers with resources to plan or adapt inquiry lessons that integrate the College, Career, and Civic (C3) Framework in Social Studies. SGI-POI-IA -AS8-Review and revise system-level essential standards to assist teachers in determining school-level essential standards.	US History CCRPI Content Mastery Score	HS	78.9	-	-	74.7	81.8	98.0	98.06
and Clear ectations	SGI-POI-IB-ASI-Provide students with data-driven insights that align to standards, emphasizing their strong areas and outlining actionable next steps for growth.	% of parents who state their child's school has high expectations for student achievement	K-12	95.4	96.3	94.0	95.3	94.2	99.5	99.52
High and Clea Expectations	SG1-PO1-IB-AS2-Utilize strategies that emphasize and encourage all learners to use higher-order thinking skills. SG1-PO1-IB-AS3-Monitor the implementation of intervention, enrichment, and extension strategies.	% of students who state their school has high standards for achievement	6-12	86.6	86.1	-	85.1	85.3	83.0	83.52
Digital Integration and Engagement	SG1-PO1-IA-AS13-Develop and maintain access to courses and curriculum through online learning opportunities for all students. SG1-PO1-ID-AS1-Identify, recommend, and evaluate digital resources. SG1-PO1-ID-AS2-Integrate digital resources into teacher, learning, and operations to improve student performance. SG1-PO1-ID-AS3-Ensure all students that require assistive technology per their IEP or 504 plan have been evaluated for and have access to appropriate technology.	Effective Learning Environment Observation Tool Digital Learning District rating	K-12	-	-	-	2.1	2.0	2.0	2.20
Subgroup ent Growth	SG1-PO1-IA-AS7-Implement learning strategies to support Economically Disadvantaged (ED) students, Student With Disabilities (SWD), and English Learners (EL) to access curriculum.	Elementary School CCRPI Closing the Gaps score	3-5	100.0	-	-	-	24.1	100.0	100.00
ig Subg	SG1-PO2-IB-AS1-Support the implementation of engaging practices that meet the needs and interests of all groups of learners.	Middle School CCRPI Closing the Gaps score	6-8	91.7	-	-	-	25.0	87.0	87.39
Ensuring Sub Achievement (SG1-PO2-IB-AS2-Provide resources related to culturally responsive teaching and leadership practices that reflect the perspective of all stakeholders.	High School CCRPI Closing the Gaps score	9-12	81.9	-	-	-	51.4	88.9	89.23
		% of graduates in the four year cohort	12	87.9	89.6	88.8	89.5	87.6	91.2	91.46
>.	SG1-PO2-IC-AS1-Utilize YouScience to assist students with enrolling in pathways.	% of graduates in the five year cohort	12	89.4	89.5	92.5	90.3	90.2	89.0	89.33
ing	SG1-PO2-IC -AS2-Prepare crosswalks of End of Pathway Assessments (EOPAs) versus course standards.	% of graduates enrolling in post-secondary	Grad	50.1	55.3	55.6	64.7	53.5		-
ool duat er R	• • • • • • • • • • • • • • • • • • • •	% of graduates earning accelerated learning credits	Grad	94.9	-	66.2	76.6	100.0	100.0	-
h School s Graduating Career Ready	SGI-PO2-IC -AS4-Encourage participation in the Advanced Placement (AP) program.	# of students participating in Youth Apprenticeship Program	HS	28.0	48.0	59.0	61.0	65.0	70.0	70.90
High Students College & C	SG1-PO2-IC -ASS-Encourage participation in dual enrollment opportunities.	# of passed End of Pathway Assessments	HS	780.0	-	-	554.0	585.0	866.0	858.02
H ude	SG2-PO2-IA -AS3-Communicate and highlight the benefits of Advance Placement (AP) classes and taking the AP exam.	Average ACT composite score	9-12	20.5	21.0	21.8	20.6	20.3	20.1	20.58
St Coll	SG3-PO2-IA -AS6-Maintain/Expand Youth Apprenticeship Program to include classified departments.	SAT Total Mean score	9-12	1068	1060	1086	1068	1051	1054	1070.38



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Goal Area 2: Student and Stakeholder Engagement (* denotes areas of expected decrease)

Enama A	Actions	Massure	Condi	Score Attainment							
Focus Area	Actions	Measure	Grade	2019	2020	2021	2022	2023	2024	2025	
Supportive Learning Environment	SG2-PO1-IA-AS6-Increase the number of students who have a trusted adult in whom to confide on a regular basis by implementing Sources of Strength at identified high schools and middle schools. SG2-PO1-IA-AS9-Partner with churches to provide transportation for families to the Lindsey Support Center. SG2-PO1-IA-AS10-Provide a StoryWalk for the community to engage students in reading and provide a	% of parents who feel that their child's school encourages parental engagement	K-12	93.1	93.1	85.8	91.3	92.6	92.9	93.11	
Supportiv Enviro		% of students who know an adult at their school that they trust for help	6-12	64.4	78.0	-	74.1	75.2	76.9	77.54	
	SG2-PO1-IA-AS11-Increase the number of PBIS schools in the district designated as operational and	% of students who feel they are recognized for good behavior	6-12	60.4	62.6	-	59.8	63.0	60.9	62.03	
Student	distinguished.	% of schools earning PBIS Operational or Distinguished Status	K-12	11.0	-	-	31.0	29.0	59.5	63.55	
Positive Studen Engagement	SG2-PO1-IB-AS1-Promote PBIS strategies schoolwide to increase positive student behavior. SG2-PO1-IB-AS2-Implement monthly Effective Learning Environment Observation Tool (eleot) walkthroughs to monitor and implement strategies for student engagement.	Effective Learning Environment Observation Tool Well-Managed rating	K-12	-	-	-	3.4	3.4	3.4	3.47	
Posit En	SG2-PO1-IB-AS3-Provide professional learning for teachers and leaders on strategies for increasing student engagement.	In School Suspension (ISS) Rate*	K-12	15.2	11.4	8.2	13.1	14.1	13.6	12.24	
		Out of School Suspension (OSS) Rate*	K-12	4.8	3.1	2.6	5.0	5.4	5.6	5.04	
Communication	SG2-PO2-IA-AS1-Increase the use of student-created digital content. SG2-PO2-IA-AS2-Provide opportunities for students to demonstrate personal efficacy and responsibility for their success. SG2-PO2-IA-AS3-Communicate to all stakeholders and highlight the benefits of Advance Placement (AP)	% of parents who feel that their child's school communicates well with parents	K-12	88.5	86.8	-	-	88.8	87.8	88.17	
and	classes and taking AP exams. SG2-PO2-IA-AS4-Continue the implementation of ASPIRE to assist Students with Disabilities (SWD) with self advocacy. SG2-PO2-IA-AS5-Provide high school students with access to scholarships and special programs such as Youth Leadership, Golden Eagle, Governor's Honors, etc.	% of parents who state they are actively involved in activities at their student's school	K-12	85.2	82.6	-	-	81.6	80.1	80.70	
Stakeholder Engagement	SG2-PO2-IC-AS1-Publicize ways stakeholders may communicate with schools by creating information resources for central registration, the system website, and social media. SG2-PO2-IC-AS2-Solicit community and business sponsorships for various district projects. SG2-PO2-IC-AS3-Increase the use of system social media to keep stakeholders informed and solicit feedback.	# of positive media stories	K-12	-	-	-	234	269	279.0	280	





Goal Area 2: Student and Stakeholder Engagement (* denotes areas of expected decrease)

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Focus Area	Actions	Measure	Grade		Target					
r ocus Area	ACHORS	Measure	Grade	2019	2020	2021	2022	2023	2024	2025
dance	SG2-PO1-IB-AS3Provide professional learning for teachers and leaders on strategies for increasing student engagement. SG2-PO2-IA-AS2Provide opportunities for students to demonstrate personal efficacy and responsibility for their success. Actions from SG3 and SG4:	% of students absent less than 10% of enrolled days	9-12	85.5	-	-	-	78.4		3.00
Atten	SG3-PO1-IA-AS12-Provide guidance to school administrators on differentiated discipline, charge letters, and the tribunal process. SG3-PO1-IE-AS6-Expand the use of the Infinite Campus Social Worker App. SG4-PO1-IB-AS1-Conduct training and support for leaders on implementation of the Multi-Tiered System of Supports framework (i.e., PBIS, RTI, progress monitoring, attendance protocols, etc.).	Teacher attendance rate*	All	13.8	-	12.0	14.0	26.4	15.2	14.71



Not Meeting
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Progressing
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Goal Area 3: Organizational Effectiveness (* denotes areas of expected decrease)

Focus Area	Actions	Measure	Grade			Score A		Target		
rocus Area	Actions	Measure	Grade	2019	2020	2021	2022	2023	2024	2025
Safety	SG1-PO2-IA -AS4-Improve the writing of Pre-K behavior intervention plans specific to the function and form of student behavior. SG2-PO1-IA -AS1-Increase opportunities for family engagement and parenting classes. SG2-PO1-IA AS2-Increase the number of students who have a trusted adult in whom to confide on a regular	% of students indicating they feel safe at school	6-12	74.7	72.9	-	72.6	70.8	69.2	70.16
	basis. SG3-PO1-IA-AS1-Provide resources for preventing accidents to district and building level leaders. SG3-PO1-IA-AS2-Provide training for school and department supervisors to assist staff with proactive measures for reducing workman's compensation claims and accurately completing paperwork. SG3-PO1-IA -AS3-Conduct inspections to guarantee personal safety and protect staff and students from potential environmental hazards.	% of teachers indicating they feel safe at school	K-12	95.2	95.1	-	92.6	96.1	93.4	93.60
School S	SG3-PO1-IA -AS4-Provide and maintain perimeter fencing and gates to keep students and staff safe. SG3-PO1-IA -AS5-Implement a door numbering system that will offer emergency services quicker response time in an emergency situation. SG3-PO1-IA -AS6-Provide and maintain all doors and locksets to provide security for interior and exterior doors.	% of reported injuries for certified employees*		4.0	4.1	3.1	5.0	6.0	6.5	6.1
	SG3-PO1-IA -AS7-Conduct custodial inspection of facilities. SG3-PO1-IA -AS8-Review system safety plans and monitor safety drills. SG3-PO1-IA -AS9-Monitor CCRPI School Climate safe and substance- free learning environment data. SG3-PO1-IA -AS10-Provide guidance on differentiated discipline, charge letters, and the tribunal process.	% of reported injuries for classified employees *		10.9	8.4	8.4	10.3	11.0	12.4	11.78
ransportation	SG3PO1IB-AS2 - Enhance route schedule efficiencies to increase the AM on-time delivery percentages. SG3PO1IB-AS1 - Maintain a focus on bus driver training designed to reduce the number of at fault accidents	% of on time bus arrivals		99.7	99.3	99.4	99.1	98.9	92.9	93.11
Transpo	per million miles.	# of avoidable accidents/million miles*		13.1	14.9	23.8	16.5	8.5	8.5	8.08



Baseline
Not Meeting
Maintaining
Progressing
Target

Goal Area 3: Organizational Effectiveness (* denotes areas of expected decrease)

Continued

	(denotes areas of expected decrease)										
Focus Area	Actions	Measure	Grade			Score A	Attainment			Target	
rocus Area	ACUORS	Measure	Grade	2019	2020	2021	2022	2023	2024	2025	
lutrition	SG3-PO1-IC-AS1-Obtain and maintain a current ServSafe certificate for all School Nutrition Program managers.	% of schools with an average score of 95 or above on school kitchen health inspection score		100.0	100.0	100.0	100.0	100.0	100.0	100.00	
School Nutrition	SG3-PO1-IC-AS2 - Maintain an average score of 95 or above on school kitchen health inspection scores. SG3-PO1-IC-AS3 - Provide menu items that are appealing and healthy to students and staff.	Average number of student lunches provided per day		19,915	17,076	19,504	22,218	20,660	21,413	21,695	
School Finance	SG3-PO1-IF-AS1-Monitor compliance with state and federal laws and regulations. SG3-PO1-IF-AS2-Allocate equitable resources to schools. SG3-PO1-IF-AS3-Process payroll in a timely manner to meet established payroll deadlines. SG3-PO1-IF-AS7-Facilitate learning resources adoption as funds permit, using state and local policies and procedures.	# of audit findings		0.0	0.0	0.0	0.0	0.0	0.0	0.00	
Retention and Recruitment	SG3-PO2-IA - AS1-Issue a benefits survey for all full time, benefits eligible employees every 2-3 yrs. (renewal cycles). SG3-PO2-IA - AS3-Attend recruitment fairs at colleges/universities. Action Step 4-Conduct annual teacher recruitment fair. SG3-PO2-IA - AS5-Partner with the Community and School Affairs Department for recruitment materials and communication of critical classified position openings.	Teacher retention rate	All	91	91	93	94	94	88	88.36	
	SG3-PO2-IB - AS1-Provide drop-in sessions for open enrollment. SG3-PO2-IB - AS2-Provide positive/supportive interactions with employees regarding benefits, leave, & retirement matters. SG3-PO2-IB - AS3-Implement interactive process to review return to work with restrictions and make reasonable accommodations when able. SG3-PO2-IB - AS4-Train supervisors on utilizing current evaluation systems to provide effective feedback. SG3-PO2-IB - AS6-Provide high quality, researched-based induction for all beginning teachers and ongoing mentoring opportunities.	Teacher recruitment rate	All	96	94	96	97	99	99	99.03	





Goal Area 4: Learning and Growth

E	1.7	ons Measure Gr				Score Attainment							
Focus Area	Actions	Measure	Grade	2019	2020	2021	2022	2023	2024	2025			
Growth	SG4-PO1-IB-AS5-Facilitate on-going professional learning for school personnel on research-based models and instructional practices for all student groups. SG4-PO1-IC-AS3-Provide professional learning to support effective practices in all instructional areas.	% of students meeting or exceeding growth projections in math Fall to Fall	2-10	48.8	39.8	61.5	58.6	54.4	55.1	56.45			
MAP (SG4-PO1-IC-AS9-Support the development of learning targets that are aligned with the intent of the standard. SG4-PO1-IC-AS11-Build teacher capacity to utilize data for planning lessons that promote higher order thinking skills.	% of students meeting or exceeding growth projections in reading Fall to Fall	2-10	49.9	50.6	52.3	53.4	57.2	51.8	53.25			
onal pment	SG4-PO-IC-AS7-Build teacher capacity to assess and support growth of fluency, phonemic awareness, and phonics in K-3 classrooms.	% of students meeting or exceeding expectations in Foundational Skills: Phonics	K	84.6	1	79.4	81.1	80.1	80.1	80.70			
Foundational Skill Development	phonics in K-5 classi oonis.	% of students achieving Oral Reading Fluency status	1	63.4	1	46.3	47.8	49.1	46.9	48.49			
Fou Skill 1		% of students achieving Oral Reading Fluency status	2	-	-	78.3	78.6	77.8	76.3	77.01			
Full-Time Enrollment Reporting	SG4-PO1-ID-AS3-Provide ongoing professional learning to school leaders and ATS clerks to improve accuracy of Full-Time Enrollment (FTE) reporting.	% of students who are fully-funded at the FTE count	K-12	99.7	99.8	99.7	99.6	99.7	99.8	99.81			
Professional Learning	SG4-PO1-IA-AS1-Provide ongoing training and support for school and district level personnel on effectively implementing processes with Professional Learning Communities (i.e., common assessments, essential standards, interventions, and enrichments). SG4-PO1-IA-AS2-Develop annual collective commitments to determine the focus for monitoring Professional Learning Communities.	% of satisfied responses on certified professional learning evaluations		100.0	100.0	100.0	99.7	99.8	99.7	99.71			
	SG4-PO1-IB-AS1-Conduct training and support for leaders on implementation of the Multi-Tiered System of Supports framework (i.e., PBIS, RTI, progress monitoring, attendance protocols, etc.). SG4-PO1-IB-AS2-Provide professional learning to support effective practices in all instructional areas. SG4-PO1-IB-AS3-Provide Assistant Principals of discipline professional learning opportunities related to instructional leadership.	% of participants satisfied with the Houston County Classified Leadership Summit		'	•	-	1	-		100.00			
	SG4-PO1-IB-AS4-Provide an effective district Leadership Summit focused on best practices to support district and school improvement processes. SG4-PO1-IB-AS5-Facilitate ongoing professional learning for school personnel on research-based models and instructional practices for all student groups.	% of participants satisfied with the Houston County Leadership Summit		100.0	-	-	100.0	100.0	100.0	100.00			