

KING GEORGE COUNTY SCHOOLS

IMPLEMENTATION PLAN



*A Bridge To
Excellence*

Strategic Plan

2022-2027

	Output Indicator	Outcome Indicator	Baseline	2023 Target	2024 Target	2025 Target	2026 Target	2027 Target
Goal 1. EMPLOYEE INVESTMENT AND DEVELOPMENT								
<u>Objective A:</u> KGCS will be a regional leader in faculty and staff recruitment and retention, ensuring that our employees remain well-compensated and supported with a network of strong benefits. Champion <i>Supervisor of Human Resources</i>	Comparable employee salaries to regional and selected competitor markets	Teacher attrition rate at or below state average						
	Comparable staff hourly rates to private market	Decrease in staff vacancies						
	Comparable benefits and health care plan options to regional and selected competitor markets	Division Exit Interview Data Division Climate Survey (to be developed)						
<u>Objective B:</u> KGCS will enhance our new employee experiences by supporting mentoring and coaching efforts that build a community of educators and support staff dedicated to student success. Champion <i>Coordinator of Human Resources</i> Support <i>Supervisor of Secondary Education and Related Services</i> <i>Supervisor of Elementary Education and Related Services</i>	Comparable coaching and sponsor stipend structures to regional and selected-competitor markets	Increased # of coaches and sponsors						
	Expansion of division tuition reimbursement program to support licensure and credentialing efforts	Increased # of staff with licensure and credentials						
	Establishment of programs to honor and retain seasoned veteran faculty and staff	Improved new teacher retention rate (5 years)						
	Enhanced, standardized division onboarding experience for new employees to include support, coaching, and professional development	Improved new support staff retention rate (5 years)						
	Enhanced incentives for hard to hire positions	Improved seasoned veteran faculty and staff retention rate (5 years)						

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Goal 1. EMPLOYEE INVESTMENT AND DEVELOPMENT								
<u>Objective C:</u> KGCS will increase the diversity of its workforce to ensure that our employees characterize and represent our students and our community. Champion <i>Supervisor of Human Resources</i> <i>Coordinator of Human Resources</i>	Development of annual division recruitment plan	Comparable staff race/ethnic diversity to students and community Total number of in- and out-of-state candidates for KGCS						
	Expansion of recruitment and hiring efforts and processes to engage students at HBCUs and colleges and universities with larger underrepresented populations of teacher candidates							
<u>Objective D:</u> KGCS will offer comprehensive, meaningful, and powerful professional development and retention experiences designed to improve employee performance, practice, job satisfaction and stability. Champion <i>Supervisor of Secondary Education and Related Services</i> <i>Supervisor of Elementary Education and Related Services</i> Support <i>Deputy Superintendent</i> <i>Principals</i> <i>Supervisor of Technology</i> <i>Supervisor of Facilities and Maintenance</i> <i>Coordinator of Human Resources</i>	Development of strategic comprehensive and ongoing division-wide professional development program supporting division priorities for licensed staff	Consideration for Coordinator of Professional Development Position in 2024 Improved teacher satisfaction rate on climate survey Improved support staff satisfaction rate on climate survey						
	Development of professional development needs assessment for operations, food service, transportation, custodial, and maintenance staff							
	Administration of standardized exit interviews							
	Development / administration of annual survey instrument for faculty and staff							

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Goal 2. QUALITY INSTRUCTION AND INNOVATION								
<p><u>Objective A:</u> KGCS will provide a viable, comprehensive, and engaging curriculum and program of studies to all students that provides them with connected, real-world learning experiences.</p> <p>Champion</p> <p><i>Director of Secondary Education and Related Services</i></p> <p><i>Director of Elementary Education and Related Services</i></p> <p>Support</p> <p><i>Principals</i></p>	Enhanced curriculum/instructional program with integrated authentic real-world applications, life skills, opportunities for work-based learning	Increased student satisfaction with course, program, and extracurricular offerings						
	Expanded options for extracurricular activities and elective courses, life and study skills, Career and Technical Education (CTE)	Increased student enrollment in rigorous coursework						
	Expanded access to rigorous coursework, Talented and Gifted experiences and programs, and STEM opportunities that partner with community businesses and leaders	Increased student participation in courses and programs with integrated real-world applications						
	Reduced barriers to rigorous learning and coursework (e.g., increasing access to offsite learning experiences)	Increased student participation in workplace experiences						
	Completed audit of the division reading and mathematics programs							
	Increased opportunities for student internships, externships, trades training, and work-study programs to expand CTE, and business/entrepreneurship courses and opportunities	Increased student engagement with educational						

	Expanded student access to instructional technology; new tiered PK-12 curriculum in digital citizenship	technology in coursework						
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	Output Indicator	Outcome Indicator	Baseline	2023 Target	2024 Target	2025 Target	2026 Target	2027 Target
Goal 2. QUALITY INSTRUCTION AND INNOVATION								
<p><u>Objective B:</u> KGCS will engage students in connected and engaging learning experiences, both inside and outside of their classrooms.</p> <p>Champion</p> <p><i>Supervisor of Technology</i></p> <p><i>Supervisor of Special Services</i></p> <p>Support</p> <p><i>Supervisor of Secondary Education and Related Services</i></p> <p><i>Supervisor of Elementary Education and Related Services</i></p> <p><i>Supervisor of Transportation</i></p>	Adoption of innovative strategies to increase opportunities for students to communicate in classes for social and academic purposes	Increased student engagement with educational technology in coursework						
	Completed special education needs assessment to include level of reliance of federal funding and staffing	Improved academic performance of special education students						
	Increased professional development and instructional coaching that supports teacher development and improvement of instructional methodology and technology infusion.	Increased student satisfaction with course, program, and extracurricular offerings						
	Conducted division-wide conversation to elicit their perceptions and ideas regarding quality instruction	Increased faculty satisfaction with work conditions						
	Increased parent engagement and involvement that extends and supports high-quality instruction at home.	Increased student						
	Increased professional collaboration with regional school divisions and instructional teams							

Principals	Completed implementation of current KGCS Technology Plan; developed new KGCS Technology Plan	enrollment in rigorous coursework						
		Increased student participation in extracurricular activities						
	Integrated regular, ongoing, and differentiated professional development program on the integration of instructional technology in the classroom	Increased parent attendance at division- and school-sponsored functions and programs						
	Provided division-wide professional development that includes experiences in cultural competence and inclusion.							
	Determination of whether to move Federal Title/grant-funded positions to operational budget							
	Improved access to bus transportation for after-school activities at the secondary level							
	Completed audit of current opportunities for faculty and staff collaboration							
<u>Objective C:</u> KGCS will assess student learning to ensure that all students successfully engage and benefit from high-quality instruction and a comprehensive curriculum that prepares them for a successful future. Champion	Completed review and audit of division grading, student progress, and student quarterly assessment reports and processes	Improved capability to accurately assess student performance and provide individualized instruction						
	Completed comprehensive audit and gap analysis of KGCS division-wide diagnostic and performance assessments							

<i>Supervisor for Secondary Education and Related Services</i> <i>Supervisor for Elementary Education and Related Services</i> Support <i>Principals</i> <i>Supervisor for Special Services</i>	Completed review of division Virginia State Standards of Learning (SOL) subgroup performance							
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Goal 3. COMMUNITY COLLABORATION, ENGAGEMENT, AND COMMUNICATION								
<u>Objective A:</u> KGCS will develop and promote clear, consistent, and informative communication that will reach all community citizens and connect them to our schools. Champion <i>Coordinator of Communication</i>	Developed standard division-wide communication plan	Increased website hits and engagement metrics across all division communication platforms Improved parent attendance at division- and school-sponsored functions and programs						
	Upgraded school division website that is annually reviewed to meet community needs							
	Standardized communication platforms for teachers and schools to community's equitable access to information							
	All school-based websites and templates reviewed only to meet school community needs							

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Goal 3. COMMUNITY COLLABORATION, ENGAGEMENT, AND COMMUNICATION								
<u>Objective B:</u> KGCS will be a community partner that facilitates, educates, and encourages participation, open dialogue, and transparency to support and strengthen our school community. Champion <i>Division Superintendent</i> Support <i>Coordinator for Communication</i>	Increased KGCS School Board visibility across the schools and County	Increased student engagement in off-campus internships, externships, and volunteer experiences						
	Convened a business, community, and faith leader advisory and working group that meets quarterly or semi-annually	Improved parent attendance at division- and school-sponsored functions and program						
	Increased grant awards that support student access to real world learning experiences	Increased student engagement in mentoring and coaching experiences						
	Revitalized volunteer program with volunteers serving as mentors, coaches, and difference-makers for division students	Increased number of business partnerships						
		Increased participation levels in PTA/PTSA/PTO						
	Re-engagement of PTA/PTSA/PTO membership, participation, and programming at each KGCS							

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Goal 4. SAFE, SECURE, AND HEALTHY LEARNING ENVIRONMENTS								
Objective A: KGCS will partner with our students, families, faculty, staff, and community to promote and support their physical, mental, and emotional safety and well-being. Champion <i>Deputy Superintendent</i> Support <i>Supervisor of Secondary Education and Related Services</i> <i>Supervisor of Elementary Education and Related Services</i>	Regularly offered division programs and community forums supporting wellness, social-emotional learning, access to community and counseling services, well-being and mindfulness techniques, socialization, and/or social media skills	Improved sense of belonging and community expressed by parents, students, staff, and faculty on climate surveys						
	Developed and implemented division-wide tiered system of student support and intervention, including a PK-12 social-emotional learning (SEL) curriculum.	Reduced absenteeism rates						
		Improved student climate survey responses						
	Developed and promoted professional development and consistent implementation of positive behavior intervention supports (PBIS), restorative practice, and positive behavior supports across division.	Increased number of community volunteers						
	Implementation of annual Crisis Response Plan in partnership with local law enforcement and emergency responders, including regular practices of safety and emergency procedures	Increased number of students benefiting from one-to-one mentoring or coaching						
		Reduced suspension and expulsion rate (or selected disciplinary action rate)						
	Improved professional development, training, and resources to support Crisis Response Plan	Improved score on Division Safety Survey (part of Virginia School Safety Audit)						

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Goal 4. SAFE, SECURE, AND HEALTHY LEARNING ENVIRONMENTS								
<u>Objective B:</u> KGCS will closely partner with our community to ensure that our facilities are inviting, welcoming, and inviting to our citizens, well-maintained, and cost-effective. Champion <i>Deputy Superintendent</i> Support <i>Supervisor of Facilities and Maintenance</i> <i>Principals</i>	Developed Capital Improvement Program/Plan following audit of division needs	Improved energy efficiency of facilities						
	Increased collaboration and planning with County Administration and Economic Development Offices to anticipate growth areas for the division	Improved perception of facilities on division climate surveys						
	Completed review of building use policies for community members	Increased community use of division facilities						