



Houston County Superintendent of Schools

7/1/2017 - 6/30/2018

Houston County Schools

Your feedback will help the Superintendent of Schools become more aware of his or her designated responsibilities, your perceptions of his or her work, and ways to improve performance.

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Goal A. RELATIONS WITH THE BOARD

Performance Measure(s)

1. Keeps the board well informed of the school system's progress, issues and needs.

Evidence

The Superintendent informed the Board of critical issues through emails, personal communication and executive sessions. The Board was informed of code red situations, of all legal issues and of critical personnel issues. A Board retreat was held on October 3, 2016 to discuss and establish departmental and system goals. A review of our SWSS goals and our system strategic plan was conducted. Steven Hornyak shared system data and discussed how our district is using data at the school level. Our 2017-2022 ESPLOST was also discussed. A Board retreat is scheduled for May 8, 2017. The agenda includes Board governance, system strategic plan, ESPLOST, and the FY18 Budget.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

2. Offers professional advice to the board on items requiring board action, with sound recommendations based on sufficient data, analysis and study of options.

Evidence

Recommendations made to the Board were carefully considered using data available at the time. As new data became available, the superintendent made recommendations to make the appropriate changes and maintained a focus on what was right for the students. The Superintendent and Board members have worked collaboratively to build consensus and resolve complex issues.

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Performance Measure(s)

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

3. Supports the board's policies and actions with the public and staff.

Evidence

The Superintendent informed the Board of regulations of the GADOE, as well as any changes to state and federal laws. The Superintendent made recommendations for changes to the board's policies and distributed policy revisions/adoptions via eBoard and email. Seven policy revisions, one new policy and one procedure revision were presented and approved in the past year.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

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Goal B. BUSINESS AND FINANCE

Performance Measure(s)

1. Keeps current on the district's physical needs, including facilities, maintenance, equipment, supplies, etc.

Evidence

This year is the final year of our 2012 ESPLOST and projections indicate that we will close out the revenues at approximately 109 million. Although this is below the allowable amount of 125 million it is sufficient to complete the projects scheduled. The Central Bus Facility will be completed by the end of June and two parking lot/driveway improvements (Quail Run and Miller) are scheduled for this summer. The only other projects pending from the 2012 ESPLOST are the tennis courts. A Bond Referendum was presented to the Board at the March meeting and on April 6 the bond proceeds, in the amount of \$32,807,276, were deposited in the Construction Fund.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

2. Ensures that the budget is correlated with the district's goals and education plan.

Evidence

The school district's budget is aligned with the system strategic plan and priority is placed at the classroom level. The FY17 budget included the addition of 31 new personnel positions. This year's budget also included approximately 1.9 million dollars in non-personnel items. This include a significant amount of replacement equipment that had been deferred during the recession but also included continuation items from last year's budget such as Innovation Grants and textbooks.

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Performance Measure(s)

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

3. Determines that funds are spent wisely, with adequate controls, accounting, and auditing.

Evidence

The FY17 budget was projected to end with a fund balance of \$28,046,976; however, the ending fund balance is expected to be more than \$31 million. This is the third consecutive year that the Fund balance has been increased significantly. The FY18 budget includes the addition of approximately 10 teaching positions. The budget also includes a two percent (2%) raise for all employees. There were no findings in this year's state audit and our system was again recognized for exemplary practices with regard to financial matters.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

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Goal C. STAFF AND PERSONNEL RELATIONSHIPS

Performance Measure(s)

1. Promotes positive staff morale and loyalty to the organization.

Evidence

The Superintendent has focused on providing support for school personnel and has renewed the tenets of the "Houston County Way." This has been a common thread throughout the school year during Superintendent's meetings, principal's meetings, assistant principal's meetings, and all other system level meetings. The Superintendent emphasizes to all departments their role in supporting the work of the schools.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

2. Treats all personnel fairly, without favoritism or discrimination, while insisting on high performance.

Evidence

Professionalism is the expectation for all personnel matters. The Superintendent has required principals and hiring managers to follow general accepted personnel practices but has provided them some autonomy in selecting the best candidates for vacancies.

Supervisors are expected to document deficiencies and to develop a plan for improving the employee's performance. A system of progressive discipline has been implemented with the primary goal being to improve employee performance. This expectation has practically eliminated the financial burden of unemployment claims.

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Performance Measure(s)

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

3. Delegates authority and responsibility to staff members commensurate with their position.

Evidence

A conscious effort has been made to provide more autonomy at the school level. Although the expectation is that everyone works toward accomplishing our mission to produce high achieving students, administrators and staff members have more say in how they reach their goals. Leadership at the teacher level is evident and the participation of hundreds of teachers at our Leadership Summit in June is evidence of their commitment to the students of Houston County.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

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Goal D. EDUCATION LEADERSHIP

Performance Measure(s)

1. Cultivates knowledge of the emerging social, economic, political, and legal issues that affect education and the operation and welfare of the district.

Evidence

The Superintendent has served as the Board's advisor in matters that affect the welfare of the students and the school district. The Superintendent attends regional and state meetings in order to stay abreast of emerging issues. The Superintendent and the central office staff analyze changes to laws and rules so that appropriate recommendations can be made to the Board.

The Superintendent has served on several state committees giving our school district and our community a voice at the state level. The superintendent was invited by the State School Superintendent to serve on the Superintendent's State Advisory Council . The Superintendent was also selected to serve on Georgia's Accountability Working Committee to develop the ESSA plan. He was also assigned to a joint committee with Federal programs to develop the plan for intervention in the lowest five percent (5%) of Title I schools.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

2. Insists on a strong professional development program for all staff and ensures that it is tightly correlated with the district's goals and educational plan.

Evidence

We have shifted away from district wide professional development. Our professional learning is now more individualized and job embedded as we have shifted toward data driven performance measures.

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Performance Measure(s)

Principals and assistant principals have planned professional learning activities that are correlated to their strategic plan and activities that are aligned with the needs of their faculties. School administrators also aligned their Title I and State allotments with their strategic plan.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

3. Evidences interest in professional organizations for school boards, administrators, and teachers.

Evidence

Our school district is a leader for the state of Georgia in the area of Professional Educational Organizations. Many of our district personnel and board members have served on statewide committees and have served as statewide officers for the respective professional organizations. Our school district encourages our teachers to be active in their organizations and both PAGE and GAE were invited to our new teacher orientation.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

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Goal E. COMMUNITY RELATIONSHIPS

Performance Measure(s)

1. Gains the community's respect and support for effectively leading and managing the school system.

Evidence

During the past year the superintendent has presented to numerous civic organizations to include the Perry Rotary Club, Perry Chamber of Commerce, Warner Robins Rotary Club, Robins Regional Chamber of Commerce, Optimist Club, Houston County Development Authority and the Retired Teacher's Association. The superintendent also meets monthly with community leaders including the Chair of the Houston County Commissioners, the three mayors, the President of Central Georgia Technical College and several other community leaders. The superintendent serves on the Houston County Board of Health, the Middle Georgia RESA Board of Control, the Governmental Affairs for both Chambers of Commerce, 21st Century Partnership, the Museum of Aviation and the United Way Board of Trustees.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

2. Solicits and gives attention to problems and opinions of all groups and individuals.

Evidence

The superintendent is receptive to the input and opinions of community stakeholders. The superintendent has demonstrated the ability to collaborate and compromise when making critical decisions for the school district. The superintendent respects the chain of command and works to resolve issues at the lowest level possible.

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Performance Measure(s)

Rating

- Performs exceptionally well
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Comments

3. Develops friendly and cooperative relationships with news media.

Evidence

The Superintendent has established a mutual relationship with the news media. On several occasions, the Superintendent has convinced the news media not to cover situations dealing with individual student matters. When news outlets have decided to cover such matters, the superintendent has explained our policies but respectfully avoided providing any information that is protected under FERPA guidelines.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

4. Participates actively in community life and affairs.

Evidence

In addition to attending monthly meetings for the Chambers of Commerce, Houston County Development Authority, Middle Georgia RESA, United Way and the Board of Health, the Superintendent attended numerous Base ceremonies, ground breakings, ribbon cuttings, and community meetings.

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Performance Measure(s)

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Goal F. PERSONAL QUALITIES

Performance Measure(s)

1. Maintains high standards of ethics, honesty, and integrity in all personal and professional matters.

Evidence

The Superintendent strives to model these characteristics in everything he does and uses these characteristics as a filter when making important decisions. He treats others the way he wants to be treated.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

2. Earns respect and standing among professional colleagues.

Evidence

The Superintendent has served on the Board of Directors for several different statewide professional organizations. Last year he was one of eighteen (18) superintendents to serve on the Superintendent Advisory Council. Currently, the superintendent serves as Vice-Chairman for the Middle Georgia RESA Board of Control and is the liaison with both the Georgia Department of Education and the Georgia School Superintendent's Association.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

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Performance Measure(s)

Comments

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3. Devotes adequate time and energy to the job.

Evidence

The Superintendent is devoted to the school system as is evident by the many nights and weekends spent attending school sponsored events including co-curricular activities, athletic competitions, awards programs, and banquets. The Superintendent is also committed to contributing to the Houston county community, which often requires attending community sponsored events and participating on community boards.

Rating

- Performs exceptionally well
- Performs adequately
- Needs improvement

Comments

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4. Maintains friendly but professional decorum in all relationships with the board, staff, students and community.

Evidence

The Superintendent strives to create an atmosphere that is professional yet people still feel comfortable expressing their opinions. He treats others with respect, even when dealing with very difficult situations. The Superintendent has worked diligently to establish professional relationships among all stakeholders.

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Performance Measure(s)

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