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**FY19 - FY23 Strategic Plan’s**

**Action Plan and Performance Measures**

 ***Last date updated: 10/22/2021***

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| **Action Steps** | **Measurable Outcomes** | **Leads/Team** | **Resources Required** | **Timeline** |
| --- | --- | --- | --- | --- |
| Define and develop a framework for Project Based Learning (PBL) at each grade level or grade band. | PBL Plan K-12(Deliverable) | Curriculum DirectorsPrincipals/APIsAcademic CoachesSchool PLCs (Teachers) | Team collaboration in developmentCalendar, checklists, rubrics, assessments | FY19 - Investigate/PLFY20 - DevelopmentFY21 - ImplementationFY22 - Continue Implementation in 6-12; Emerging K-5 |
| Develop and implement performance based assessments. | Performance Based Assessments K-12Blueprinting K-12 | Assessment DirectorCurriculum DirectorsPrincipals/APIsAcademic CoachesSchool PLCs (Teachers)Illuminate Specialist | Grade level teamsTeam collaboration in developmentCalendar, checklists, rubrics, assessmentsUtilize Illuminate program/reports | FY19 - Development FY20 - ImplementationFY21 - Implementation in 6-12; Emerging K-5FY22 - Continue Implementation in 6-12; Emerging K-5 |
| Develop and provide ongoing professional learning and Professional Learning Communities (PLCs) in Project Based Learning. | PLCs at every school | Principals/APIsLeadership TeamsAcademic Coaches | PL in PBLPLC development around PBL | FY19 - Development FY20 - ImplementationFY21 - Continue Implementation in 6-12; Emerging K-5FY22 - Continue Implementation in 6-12; Emerging K-5 |
| Develop and provide ongoing professional learning and Professional Learning Communities (PLCs) in performance based assessments and Illuminate (data management system). | Annual System/School PL Plans including: PL for PB assessments  and Illuminate | PL DirectorAssessment DirectorPrincipals/APIs/Leadership TeamsAcademic CoachesIlluminate Specialist | PL in PBAPLC development around PBA | Ongoing and continued |
| Develop and provide ongoing professional learning and Professional Learning Communities (PLCs) in the system literacy initiatives. | Annual System/School PL Plans including: Literacy initiatives tr.(Bookworms, Saxon Phonics, STAR, etc.) | PL DirectorPrincipals/APIs/Leadership TeamsAcademic Coaches | Continued PL is literacy initiativesPLC focus on literacy initiatives & effectiveness, Saxon training and implementation documentation, HMH & Renaissance Program Training and implementation trainings (CARES) | Ongoing and continued |
| Implement Georgia state standards and best practices and monitor for standards-based classrooms. | School walk through & monitoring documentation and reports | System LeadershipPrincipals/APIs/APsTeachers & Data Teams | TKES/LKES documentationPrincipal’s Annual ReportData Teams/ PLCsFormative/Summative assessmentsMentoring Handbook & Documentation | Ongoing and continued |
| Develop and implement instruction that is rigorous, data driven, and promotes global awareness, problem solving, creativity and innovation, and critical thinking. | Improvement PlansCurriculum mapsLesson PlansData Analysis | TeachersA Sup/ System DirectorsCurriculum DirectorsPrincipals/ APIs | State standards, PBL and assessmentsCurriculum Maps and Lesson PlansPL/PLCs, HMH & Renaissance Program training and implementation trainings (CARES) | Ongoing and continued |
| Promote and provide continued training and support for implementation of state standards and technology integration. | Ga Standards training documentationTechnology Integrationdocumentation | A SuperintendentSystem DirectorsCurriculum DirectorsPrincipals/ APIs/ACs | Ga state standardsPLWalk through/observation dataTechnology integration reports | Ongoing and continued |
| Monitor and adjust instruction to differentiate for individual learners’ needs and institution’s learning expectations.  | Lesson PlansMonitoring documentationRTI documentation | Principals/APIsSp Ser & SETeachers | PLMonitoring processEffectiveness | Ongoing and continued |

|  **Performance Measure** | **FY17** | **Baseline - FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Each year of the charter, the district will increase the 4 year **Graduation Rate** for all students by 2% and decrease the D**ropout Rate** by .5%. (CCRPI-GR/GOSA-DR) |
| Graduation RateDropout Rate | 79.8%3% | 82.8%  3.6 %  | Target: 83.4 Actual: 84.16Target: 3.1% Actual: TBD | Target:85 Actual: 90.36Target:\_\_\_ Actual: 1.3% | Target 90.36 Actual:88.66Target:1.2% Actual: 1.7% | Target: 90 Actual:\_\_\_\_\_Target:1.3% Actual: TBD |  |
| Each year of the charter, the district will increase the % of graduates entering TCSG/USG **not requiring remediation or learning support courses**; or scoring at least 22 out of 36 on the composite **ACT**; or scoring at least 480 out of 800 on Evidence-Based Reading and Writing and 530 out of 800 on Math on **SAT**; or scoring 3 or higher on two or more **AP** exams by 2% (CCRPI- READINESS - College & Career Readiness) |
| College and Career Readiness | 56.8%  | 60.50% | Target:61.71 Actual: 66.54 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:61.71 Actual: \_\_\_\_ |  |  |
| Each year of the charter, the district will increase the % of high school students earning high school credit(s) for accelerated enrollment via **Dual Enrollmen**t or **Adv Placement** courses by 2%. (CCRPI-READINESS-Acc Enrollment) |
| Percent of students with post secondary credit(s) | 58.1% | 100.00% | Target:maintain Act: 100%  | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:maintain Actual: \_\_\_ |  |  |
| Each year of the charter, the district will increase the % of 9th grade students **earning 6 credits** at the end of their freshman year by 2% . (Student Records) |
| 9th graders w/6 credits | 82% (439) | 91% (473) | 96.82% (456) | 96.6% (427) | 88.76% (458) |  |  |
| Each year of the charter district will increase % of graduates completing CTAE pathway, or an adv academic pathway, or an IB Program, or fine arts pathway, or a world language pathway by 2%. (CCRPI-READINESS-Pathway Completion) |
| Pathway completion | 88.3% | 87.13% | Target: 88.87 Actual:83.66 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target: 88.87 Actual: \_\_\_\_ |  |  |
| Each year of the charter, the district will increase the district **CCRPI overall score** by 2%. (CCRPI) |
| College & Career Readiness Performance Index | 76.8 | 69.4 | Target 72.56 Actual: 77 | N/A- School Closure (COVID-19) | *NO SUMMARY SCORE**(Cloned from FY19)*Target 72.56 Actual: \_\_\_\_ | *NO SUMMARY SCORE for FY22* |  |
| Each year of the charter, the district will increase the weighted % of students Gr 3-8 scoring at or above Developing on the **EOG Ga Milestones ELA** by 3% and the increase the % **Reading on or above grade level (literacy)** by 3%. (CCRPI) |
|  EOG - % Developing or above - ELA (Elementary) EOG - % Developing or above - ELA (Middle) | 56.5%60.3% | 58.79%58.92% | Target:60.55 Actual: 68.9%Target:60.68 Actual: 64.8% | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:60.55 Actual: 66.06Target:60.68 Actual: 67.06 | Target: 68% Actual: \_\_\_Target: 69% Actual: \_\_\_ |  |
|  EOG - % Reading on or above grade level (Elementary) EOG - % Reading on or above grade level (Middle) | 48.1%71.2% | 44.52%56.99% | Target:45.85 Actual: 50.78Target:58.69 Actual: 56.34 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:45.85 Actual: 58.2Target:58.69 Actual: 58.6 | Target:60% Actual: \_\_\_Target:60% Actual: \_\_\_ |  |
| Each year of the charter, the district will increase the weighted % of students Gr 3-8 scoring at or above Developing on the **EOG Ga Milestones Math** by 3%. (CCRPI)  |
|  EOG - % Developing or above - Math (Elementary) | 65.9% | 71.38% | Target:75.28 Actual: 73.09 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:75.28 Actual: 74.7 | Target:77% Actual:\_\_  |  |
|  EOG - % Developing or above - Math (Middle) | 67.4% | 65.49% | Target: 67.45 Actual: 65.37 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target: 67.45 Actual: 70.1 | Target:72% Actual:\_\_\_  |  |
| Each year of the charter, the district will increase the weighted % of Gr 9-12 students scoring at or above Developing on the **EOC Ga Milestones ELA** by 3% and the increase the % **Reading on or above grade level (literacy)** by 3%. (CCRPI) |
|  EOC - % Developing or above - ELA  | 65.74% | 64.14% | Target:66.06 Actual: 78.35 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:66.06 Actual: 74 | Target: 76% Actual:\_\_\_ |  |
|  EOC - % Reading on or above grade level (HS) | 61.2% | 56.51% | Target:58.20 Actual:59.69  | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:58.20 Actual: 65.8 | Target: 68% Actual:\_\_\_ |  |
| Each year of the charter, the district will increase the weighted % of students Gr 9-12 scoring at or above Developing on the **EOC Ga Milestones Math** by 3%. (CCRPI) |
|  EOC - % Developing or above - Math |  49.1% | 51.91% | Target:53.46 Actual: 55.73 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target:53.46 Actual: 51.5 | Target:53% Actual: \_\_\_ |  |
| Each year of the charter, the district will increase the %the district is ***closing the gap*** on Ga Milestones by 3%. (CCRPI) |
|  EOG - Grades 3-5 EOG - Grades 6-8 EOC - Grades 9-12 |  67% 67% 50% | 65.0%41.1%74.2% | Target: 66.95 Actual 75.0%Target: 42.33 Actual 73.2%Target: 76.42 Actual 100% | N/A- School Closure (COVID-19) | *(Cloned from FY19)*Target: 66.95 Actual: N/ATarget: 42.33 Actual: N/ATarget: 76.42 Actual: N/A(N/A due to scores not being populated for CCRPI) | Could not be calculated in FY21 due to testing during the pandemic |  |



| **Action Steps** | **Measurable Outcomes** | **Leads/Team** | **Resources Required** |  **Timeline** |
| --- | --- | --- | --- | --- |
| Create clear guidance and indicators of what constitutes appropriate employability skills development (K-12 Employability Skills) with input from outside stakeholders for all grade levels. | Coffee Strong K-12 Employability Skills ListSystemwide implementation  | Acct. DirectorSystem DirectorsA SuperintendentsPrincipals | Grade Band committees/inputPL and PLCs in rolloutSkills List Elementary Advocacy Sessions/Career LessonsFreshman Seminar | FY19 Development FY20 ImplementationFY21 - Continued ImplementationFY22 - Continued Implementation |
| Create and implement K-12 Career Development Plan (career awareness and development, job shadowing, internships, career fairs, guest speakers, field trips, mock interviews, list of resources). | Career Development Plan K-12Systemwide implementation | Acct. DirectorSystem DirectorsA SuperintendentsPrincipalsCounselors | Grade Band committees/inputPL and PLCs in rolloutCD PlansNaviance (6th - 12) | FY20 DevelopmentFY21 ImplementationFY22 - Continued Implementation |
| Administer and incorporate the YouScience (career planning initiative) for 9-12 students. | YouScience student plans | SE DirectorHS Principals/Counselors | You Science training/PL | FY19 PLFY20 Full implementationFY21 - Ongoing and continuedFY22 - Ongoing and continued |
| Incorporate career planning discussions into elementary advocacy plans/system K-5. | Elem. School Advocacy Plans Aligned to Emp. Skills | Acct. DirectorElementary PrincipalsElementary Counselors | Updated Advocacy PlansSchool Wellness TeamsPBIS  | Ongoing and continued |
| Develop rigorous expectations that prepare all students for postsecondary studies and monitor progress using the data. | Ga State StandardsCurriculum GuidesData rooms/BenchmarksMonitoring documentation | A SuperintendentAssessment DirectorPrincipals/APIsTeachers. | Action plans for SIPs and data teamsSupportsCommon assessmentsHigher ed partnerships/planning | Ongoing and continued |
| Transform the secondary schools to themed academies with students scheduled in cohorts and teachers of CTAE and academies partnering to implement best practices. Adopt board policy to include academies. | HS Themed Academies 9-12 | SuperintendentA SuperintendentsSystem DirectorsHS PrincipalsAcademy Team | PL in Academies Development and ImplementationNashville visit - Sec Team/SuperMacon Acd. Training sessions- D TeamSecondary Team planning  | FY19 PL/DevelopmentFY20 ImplementationFY21 - Full ImplementationFY22 - Ongoing and continued |
| Set expectations for implementing and monitoring academies. Work collaboratively with post secondary institutions for the benefit of academy students. | HS Academies Implementation & Monitoring Plan  | SuperintendentA SuperintendentsSystem DirectorsHS Principals | PL in Academies Development and ImplementationNashville visit - Sec Team/SuperMacon Acd. Training sessionsSecondary Team planning | FY19 DevelopmentFY20 ImplementationFY21 Full ImplementationFY22 Ongoing and continued |
| Integrate rigorous academic and career-relevant learning.Expand and monitor personalized learning, accelerated learning, and additional help for struggling students.  | Lesson PlansAssessmentsUnit recovery/accrual | A SuperintendentSystem DirectorsCurriculum DirectorsPrincipals/ APIs | PBL development/implementation; after school programs; summer programs; interventions, credit recovery, unit recovery | Ongoing and continued |
| Implement a night school option.    | CCSS Night SchoolBegan FY20 - Coastal Plains | Coastal Plains staff | Review and study Night School optionsNeed, feasibility, location, staff | FY19 ExplorationFY20 - Full ImplementationFY21 - Ongoing and continuedFY22 - Ongoing and continued |

|  **Performance Measure** | **FY17** | **Baseline - FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Each year of the charter, the district will increase the number of 9-12 grade students participating in **Dual Enrollment** by 3%. *(Student Records*) |
| Dual Enrollment # | 415 | 512 | 628 | 369 | 323 |  |  |
| Each year of the charter, the district will increase the number of 9-12 grade students participating in **Work Based Learning** by 3% . *(Student Records*) |
| Work Based Learning # | 111 | 190 | 183 | 320 | 179 |  |  |
| Each year of the charter, the district will increase the number of 9-12 grade students participating in **STEAM Summer Internships**  by 5 students. *(CHS/WRCCA)* |
| STEAM Summer Internships # | 40 | 38 | 30 | 0 | 0 |  |  |
| Each year of the charter, the district will increase the number of 9-12 grade students receiving the **Zell Miller Scholarships** by 3%. *(CHS/WRCCA)* |
| Zell Miller Scholarships # | 20 | 35 | 30 | 19 | 24 |  |  |
| Each year of the charter, the district will increase the number of 9-12 grade students eligible for the **Hope Scholarships**  by 3%. *(CHS/WRCCA)* |
| HOPE Scholarship Eligible #/% | 159/44% | 197/40% | 157/34.66% | 176/46.56% | 191 |  |  |
| Each year of the charter, the district will continue to add, support and fund 5 **REACH scholarships** for eligible 8th grade students. *(System)* |
| REACH Scholarships # | 5 | 5 | 5 | 5 | 5 |  |  |
| Each year of the charter, the district will increase the % of graduates completing a **CTAE pathway, or an advanced academic pathway, or a fine arts pathway, or a world language pathway** within their program of study by 5%. *(CCRPI - READINESS - Pathway Completion)* |
| Pathway completers | 88.3% | 87.13% | 83.66% | N/A- School Closure (COVID-19) | No CCRPI |  |  |
| Each year of the charter, the district will increase the % of students completing a CTAE pathway and earning a **national industry recognized credential** (passing an end of pathway assessment) by 5%. *(CCRPI)* |
| Pathway Completers with EOPA | 183/50.9% | 175/32.73% | 39.46% | N/A- School Closure (COVID-19) | No CCRPI |  |  |
| Each year of the charter, the district will increase the number of  **Career Guest Speakers** at every school by 2. *(from schools)* |
| Career Guest Speakers | Begins FY19 | Begins FY19 | 242 | 417 | 92 |  |  |

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| **Action Steps** | **Measurable Outcomes** | **Leads/Team** | **Resources Required** | **Timeline** |
| --- | --- | --- | --- | --- |
| Develop professional learning opportunities that enhance teacher effectiveness, increase student achievement and strengthen cultural competency . | Annual PL PlanTKES Plan/Goals | PL DirectorPrincipals/APIsCultural Competency Lead TeamAcademic Coaches | Mentors/Mentor ProgramPLCsTKES processCultural Competency Plan/TimelineSafe Schools Modules | Ongoing and continue |
| Lead, develop, and implement the transformation of the high school experience into academies and identify the resources and supports needed for the academies. (System and high school wall to wall academies development team) | Academies Dev. TeamHS Academies  | SuperintendentA SuperintendentSystem DirectorsHS Principals/APIs/APsHS Leadership TeamsBus/Ind Stakeholders | PL in Academies Development and ImplementationNashville visit - Sec Team/SuperMacon Acd. Training sessions- D TeamSecondary Team planning | FY19 DevelopmentFY20 - GWCFC ImplementationFY21 - CHS ImplementationFY22 - Full Implementation |
| Secure and promote teacher externships, teacher post-secondary credentialing, and student real-world opportunities to enhance the school experience for all students. | # of Teacher Externships# of Teachers post sec credentialed# of WBL, STEAM participants | CTAE DirectorWBL CoordinatorsHS Principals/APIsHR DirectorCounselors | Business partnersTeacher credentialing supportStudent community opportunitiesSTEAM, WBL, Career awareness | FY19 DevelopmentFY20 Partially ImplementedFY21 Partially ImplementedFY22 Partially Implemented |
| Implement student support systems to enhance counseling, student attendance and engagement, and anti-bullying. | Wellness Team ProceduresSchool Improvement PlansDistrict Strategic PlanStudent Advocacy PlanPBIS | Sp. Services DirectorCounselorsStud. Sup Case Manager | School Wellness Teams/PlansKinvolvedPBISNaviance (FY21 Implementation) | FY19 DevelopmentFY20 ImplementationFY21 Full ImplementationFY22 Full Implementation |
| Continue to implement and monitor PBIS (Positive Behavior Intervention & Supports), Habitudes, LIPT (Local Interagency Planning Team), CHIN (Children In Need of Services), school wellness committees, and student advocacy plan initiatives. | PBIS School PlansPBIS ImplementationHabitudes/CHIN PlansSchool Wellness CommitteesStudent Advocacy Plans | A SuperintendentsAcct. DirectorFamily Con. DirectorPrincipals | PlansPLCommitteesResources | Ongoing and continue |
| Design and implement consistent, updated safety plans and secure environments for all locations which include local partnerships, enhanced communication, active shooter/safety trainings, and implementation of Gaggle, Online Anonymous Reporting System, and School Guard. | District/School Safety PlansGaggle documentationOnline Anonymous Rep doc.School Guard doc.Centegix Raptor | SuperintendentA SuperintendentDistrict Safety DirectorInform. Systems Dir.Principals/APIs/APs | PlansPLCommitteesResources - Safe Schools Modules | Ongoing and continue |
| Create alternative school placement option for elementary students. | Elementary Alt School Placement PlanRename facilityDevelopment of Intake Team & Planning | A SuperintendentElementary Principals | Review and study Alt Ed elem optionsNeed, feasibility, location, staff | FY19 Exploration &  DevelopmentFY20 - Full ImplementationFY21 Full ImplementationFY22 Full Implementation |
| Implement and monitor the effectiveness of the Mentoring Program for new teachers and administrators.  | Mentoring guides/documentation | PL DirectorPrincipals | Middle School pilotCounty TSS trainingMentoring Documentation | Ongoing and continue |
| Provide growing leaders opportunities for all staff and recognition of outstanding employees. | Leadership opportunitiesRecognition ProgramsTOTY | SuperintendentPL DirectorPrincipals | ***Grow Our Own*** initiativeOKRESA/ GaDOE trainings/GLISIAdministrator Mentor Program | Ongoing and continue |
| Expand opportunities for innovative staffing and minority recruitment. | Staffing PlanMinority Recruitment PlanRacial Diversity and Sensitivity Training | Superintendent, A Superintendents, Federal Programs Director,HR Director, Principals | Recruitment fairsCommunication | Ongoing and continue |

|  **Performance Measure** | **FY17** | **Baseline - FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Each year of the charter, the district will increase the number of teachers participating in **Teacher Externships** by 3. (Source: Schools) |
| Teacher Externships | Begins FY19 | Begins FY19 | Planning |  |  |  |  |
| Each year of the charter, the district will continue to ensure that every school have active **Professional Learning Communities**. (Source: Schools) |
| Professional Learning Communities  | 12 | 12 | 12 | 12 | 12 |  |  |
| Each year of the charter, the district will continue to roll out the **PBIS implementation** to every school. |
| PBIS Implementation | Elem & CMS | FC & CHS | WRCCA & AE | Full Implementation | Full Implementation |  |  |
| Each year of the charter, the district will decrease the number of **discipline referrals** for all students by 3% . (Source: Student Records) |
| Discipline Referrals ( FY16 - 6673) | 5802 | 5180 | 4779 | 3215 | 1264 |  |  |
| Each year of the charter, the district will continue to ensure that every school has been trained in and implementing all **School Safety Training initiatives**. (Source: Schools) |
| School Safety Training | ✔ | ✔ | ✔ | ✔ | ✔ |  |  |
| Each year of the charter, the district will increase the % of administrators being retained by 3% . (Source: Title llA data chart - SLDS SI Dashboard) |
| Administrator Retention | 91% | 87% | 85% | 86% | 83% |  |  |
| Each year of the charter, the district will increase the % of teachers being retained by 3% . (Source: Title llA data chart - SLDS SI Dashboard) |
| Teacher Retention | 89% | 88% | 90% | 110% | 76% |  |  |
| Each year of the charter, the district will increase the % of minorities being recruited and hired by 3%. (Source: Human Resources) |
| Minority Recruitment | 21% | 21% | 16% | (??) | 34% |  |  |

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| **Action Steps** | **Measurable Outcomes** | **Leads/Team** | **Resources Required** | **Timeline** |
| --- | --- | --- | --- | --- |
| Develop and implement written guidance and support of the academies.  | HS Academy Guidance Plan | SuperintendentA Superintendent Directors,HS Principals | PL in Academies Development and ImplementationSecondary Team planning | FY19 DevelopmentFY20 ImplementationFY21 Full ImplementationFY22 Full Implementation |
| Mobilize industry support and convene industry councils and pathway advisory boards to ensure ongoing focus of academies. | Industry CouncilsPathway Advisory Boards | SuperintendentHS PrincipalsCTAE Director | Executive S Plan CommitteeSchool, Business, & IndustryBusiness Partnerships | FY19 Development & TrainingFY20 ImplementationFY21 Full ImplementationFY22 Full Implementation |
| Assign dedicated staff on each secondary campus to coordinate support for the academies.  | HS Academy Personnel List | SuperintendentHS Principals | One assistant principal and one counselor per academy and one academy coach | FY19 DevelopmentFY20 ImplementationFY21 Full ImplementationFY22 Full Implementation |
| Develop and sponsor community events focused on the shared vision of creating college and career ready graduates. | Community Events List/Attendance | SuperintendentA SuperintendentSystem Directors, Principals | Community eventsBusiness/ higher ed partnershipsSummer STEAM program/WBLCareer awareness activities | Ongoing and continue |
| **Charter System Performance Measures** |
| **Action Steps** | **Measurable Outcomes** | **Leads/Team** | **Resources Required** | **Timeline** |
| Develop active family engagement opportunities in all schools. | Family Engagement Plans | PrincipalsAcademic Coaches | CommunicationSchool family engag. activities | Ongoing and continue |
| Promote the importance of and attendance to Parent/Teacher conferences. | Attendance Plan & Communication Plan | PrincipalsAcademic CoachesFederal Programs Director | CommunicationP/T conferences | Ongoing and continue |
| Continue to secure community and postsecondary partnerships for the district and schools. | SGSC PartnershipWGTC Partnership | SuperintendentA SuperintendentsHS Principals,CTAE Director | Higher Ed PlanCollabor./Planning/.Articulation | Ongoing and continue |
| Ensure School Governance Councils are taking an increased active role in school level decision making. | SGC Involvement documentation and annual Charter System Report | SuperintendentPrincipals | Annual SGC trainings | Ongoing and continue |
| **Financial Responsibility** |
| **Action Steps** | **Measurable Outcomes** | **Leads/Team** | **Resources Required** | **Timeline** |
| Remain sound and allocate resources effectively. | Positive fund balance | SuperintendentFinance DirectorA SuperintendentFederal Prog Director | Strategic PlanResource allocation planMaximize federal, state, local and alternative funding sources | Ongoing and continue |
| Maintain adequate cash reserves. | Positive fund balance | SuperintendentFinance Director | BudgetReserve | Ongoing and continue |
| Meet generally accepted governmental accounting practices. | Timely and unqualified audits | Finance DirectorFederal Program DirectorPrincipals | Clear expectations/processes at all levels; PD as needed | Ongoing and continue |

|  **Performance Measure** | **FY17** | **Baseline - FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Each year of the charter, the district will increase the number of schools ***Beating the Odds*** by one until all 12 are ***Beating the Odds***and then maintain. (*GaDOE*) |
| Beating the Odds - # of Schools | 7 | 3 | 6 | N/A- School Closure (COVID-19) | N/A- COVID-19 Pandemic |  |  |
| Each year of the charter, the district will increase the district CCRPI by 3% each year. (*CCRPI Report*) |
| District CCRPI Score | 76.8 | 69.4 | 77 | N/A- School Closure (COVID-19) | N/A- COVID-19 Pandemic |  |  |
| Each year of the charter, the district will decrease the % of K-12 students with 10% or more absences. *(Student records)* |
| Student Attendance  | 15% | 17.5% | 16.65% | 5.19% - Schools closed March 2020 | 20.34% |  |  |
| Each year of the charter, the district will maintain 95% positive perception of the school system. (Title 1 Parent Survey) |
| Parent Perception Survey | 95% | 98% | 96% | 98% | 95.78% |  |  |
| Each year of the charter, the district will increase parent participation at P/T conferences by 5%. *(Combined)* |
| P/T Conference Attendance % | 65.61% | 79.19% | 81.54% | 80.64% | 87.3% |  |  |
| Each year of the charter, the district will maintain SGCs at all schools that are annually trained, meet at least 6x yr, and have broad representation. *(SGC - Google Chart)* |
| School Governance Councils | ✔ | ✔ | ✔ | ✔ | ✔ |  |  |
| Each year of the charter, the district will increase the number of Industry Councils (w/broad representation) for the new Academies until reaching 100%. |
| Industry Councils | Begins FY20 | Begins FY20 | PLANNING | Implementation | Ongoing |  |  |
| **Financial Responsibility** |
|  **Performance Measure** | **FY17** | **Baseline - FY18** | **FY19** | **FY20** | **FY21** | **FY22** | **FY23** |
| Fiscally Sound | ✔ | ✔ | ✔ | ✔ | ✔ |  |  |
| Allocate Resources Effectively | ✔ | ✔ | ✔ | ✔ | ✔ |  |  |
| Adequate Cash Reserves | ✔ | ✔ | ✔ | ✔ | ✔ |  |  |
| Meet Generally Accepted GAAP | ✔ | ✔ | ✔ | ✔ | ✔ |  |  |