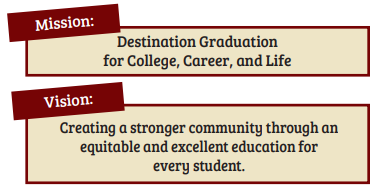
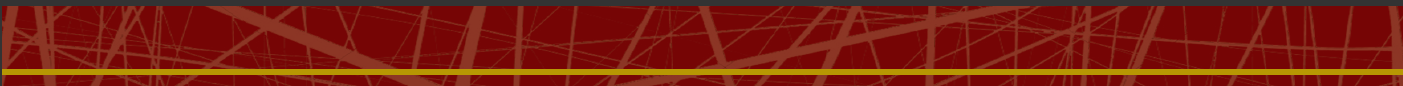
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**FY19 - FY23 Strategic Plan’s**

**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 Directors  Principals/APIs  Academic Coaches  School PLCs (Teachers) | Team collaboration in development  Calendar, checklists, rubrics, assessments | FY19 - Investigate/PL  FY20 - Development  FY21 - Implementation  FY22 - Continue Implementation in 6-12; Emerging K-5 |
| Develop and implement performance based assessments. | Performance Based Assessments K-12  Blueprinting K-12 | Assessment Director  Curriculum Directors  Principals/APIs  Academic Coaches  School PLCs (Teachers)  Illuminate Specialist | Grade level teams  Team collaboration in development  Calendar, checklists, rubrics, assessments  Utilize Illuminate program/reports | FY19 - Development  FY20 - Implementation  FY21 - Implementation in 6-12; Emerging K-5  FY22 - 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/APIs  Leadership Teams  Academic Coaches | PL in PBL  PLC development around PBL | FY19 - Development  FY20 - Implementation  FY21 - Continue Implementation in 6-12; Emerging K-5  FY22 - 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 Director  Assessment Director  Principals/APIs/  Leadership Teams  Academic Coaches  Illuminate Specialist | PL in PBA  PLC 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 Director  Principals/APIs/  Leadership Teams  Academic Coaches | Continued PL is literacy initiatives  PLC 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 Leadership  Principals/APIs/APs  Teachers & Data Teams | TKES/LKES documentation  Principal’s Annual Report  Data Teams/ PLCs  Formative/Summative assessments  Mentoring 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 Plans  Curriculum maps  Lesson Plans  Data Analysis | Teachers  A Sup/ System Directors  Curriculum Directors  Principals/ APIs | State standards, PBL and assessments  Curriculum Maps and Lesson Plans  PL/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 documentation  Technology Integration  documentation | A Superintendent  System Directors  Curriculum Directors  Principals/ APIs/ACs | Ga state standards  PL  Walk through/observation data  Technology integration reports | Ongoing and continued |
| Monitor and adjust instruction to differentiate for individual learners’ needs and institution’s learning expectations. | Lesson Plans  Monitoring documentation  RTI documentation | Principals/APIs  Sp Ser & SE  Teachers | PL  Monitoring process  Effectiveness | 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 Rate  Dropout Rate | 79.8%  3% | 82.8%  3.6 % | Target: 83.4 Actual: 84.16  Target: 3.1% Actual: TBD | Target:85 Actual: 90.36  Target:\_\_\_ Actual: 1.3% | Target 90.36 Actual:88.66  Target: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: 66.06  Target: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: 50.78  Target:58.69 Actual: 56.34 | N/A- School Closure (COVID-19) | *(Cloned from FY19)*  Target:45.85 Actual: 58.2  Target: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/A  Target: 42.33 Actual: N/A  Target: 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 List  Systemwide implementation | Acct. Director  System Directors  A Superintendents  Principals | Grade Band committees/input  PL and PLCs in rollout  Skills List  Elementary Advocacy Sessions/Career Lessons  Freshman Seminar | FY19 Development  FY20 Implementation  FY21 - Continued Implementation  FY22 - 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-12  Systemwide implementation | Acct. Director  System Directors  A Superintendents  Principals  Counselors | Grade Band committees/input  PL and PLCs in rollout  CD Plans  Naviance (6th - 12) | FY20 Development  FY21 Implementation  FY22 - Continued Implementation |
| Administer and incorporate the YouScience (career planning initiative) for 9-12 students. | YouScience student plans | SE Director  HS Principals/Counselors | You Science training/PL | FY19 PL  FY20 Full implementation  FY21 - Ongoing and continued  FY22 - Ongoing and continued |
| Incorporate career planning discussions into elementary advocacy plans/system K-5. | Elem. School Advocacy Plans  Aligned to Emp. Skills | Acct. Director  Elementary Principals  Elementary Counselors | Updated Advocacy Plans  School Wellness Teams  PBIS | Ongoing and continued |
| Develop rigorous expectations that prepare all students for postsecondary studies and monitor progress using the data. | Ga State Standards  Curriculum Guides  Data rooms/Benchmarks  Monitoring documentation | A Superintendent  Assessment Director  Principals/APIs  Teachers. | Action plans for SIPs and data teams  Supports  Common assessments  Higher 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 | Superintendent  A Superintendents  System Directors  HS Principals  Academy Team | PL in Academies Development and Implementation  Nashville visit - Sec Team/Super  Macon Acd. Training sessions- D Team  Secondary Team planning | FY19 PL/Development  FY20 Implementation  FY21 - Full Implementation  FY22 - 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 | Superintendent  A Superintendents  System Directors  HS Principals | PL in Academies Development and Implementation  Nashville visit - Sec Team/Super  Macon Acd. Training sessions  Secondary Team planning | FY19 Development  FY20 Implementation  FY21 Full Implementation  FY22 Ongoing and continued |
| Integrate rigorous academic and career-relevant learning.Expand and monitor personalized learning, accelerated learning, and additional help for struggling students. | Lesson Plans  Assessments  Unit recovery/accrual | A Superintendent  System Directors  Curriculum Directors  Principals/ APIs | PBL development/implementation; after school programs; summer programs; interventions, credit recovery, unit recovery | Ongoing and continued |
| Implement a night school option. | CCSS Night School  Began FY20 - Coastal Plains | Coastal Plains staff | Review and study Night School options  Need, feasibility, location, staff | FY19 Exploration  FY20 - Full Implementation  FY21 - Ongoing and continued  FY22 - 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 Plan  TKES Plan/Goals | PL Director  Principals/APIs  Cultural Competency Lead Team  Academic Coaches | Mentors/Mentor Program  PLCs  TKES process  Cultural Competency Plan/Timeline  Safe 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. Team  HS Academies | Superintendent  A Superintendent  System Directors  HS Principals/APIs/APs  HS Leadership Teams  Bus/Ind Stakeholders | PL in Academies Development and Implementation  Nashville visit - Sec Team/Super  Macon Acd. Training sessions- D Team  Secondary Team planning | FY19 Development  FY20 - GWCFC Implementation  FY21 - CHS Implementation  FY22 - 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 Director  WBL Coordinators  HS Principals/APIs  HR Director  Counselors | Business partners  Teacher credentialing support  Student community opportunities  STEAM, WBL, Career awareness | FY19 Development  FY20 Partially Implemented  FY21 Partially Implemented  FY22 Partially Implemented |
| Implement student support systems to enhance counseling, student attendance and engagement, and anti-bullying. | Wellness Team Procedures  School Improvement Plans  District Strategic Plan  Student Advocacy Plan  PBIS | Sp. Services Director  Counselors  Stud. Sup Case Manager | School Wellness Teams/Plans  Kinvolved  PBIS  Naviance (FY21 Implementation) | FY19 Development  FY20 Implementation  FY21 Full Implementation  FY22 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 Plans  PBIS Implementation  Habitudes/CHIN Plans  School Wellness Committees  Student Advocacy Plans | A Superintendents  Acct. Director  Family Con. Director  Principals | Plans  PL  Committees  Resources | 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 Plans  Gaggle documentation  Online Anonymous Rep doc.  School Guard doc.  Centegix  Raptor | Superintendent  A Superintendent  District Safety Director  Inform. Systems Dir.  Principals/APIs/APs | Plans  PL  Committees  Resources - Safe Schools Modules | Ongoing and continue |
| Create alternative school placement option for elementary students. | Elementary Alt School Placement Plan  Rename facility  Development of Intake Team & Planning | A Superintendent  Elementary Principals | Review and study Alt Ed elem options  Need, feasibility, location, staff | FY19 Exploration &  Development  FY20 - Full Implementation  FY21 Full Implementation  FY22 Full Implementation |
| Implement and monitor the effectiveness of the Mentoring Program for new teachers and administrators. | Mentoring guides/documentation | PL Director  Principals | Middle School pilot  County TSS training  Mentoring Documentation | Ongoing and continue |
| Provide growing leaders opportunities for all staff and recognition of outstanding employees. | Leadership opportunities  Recognition Programs  TOTY | Superintendent  PL Director  Principals | ***Grow Our Own*** initiative  OKRESA/ GaDOE trainings/GLISI  Administrator Mentor Program | Ongoing and continue |
| Expand opportunities for innovative staffing and minority recruitment. | Staffing Plan  Minority Recruitment Plan  Racial Diversity and Sensitivity Training | Superintendent, A Superintendents, Federal Programs Director,  HR Director, Principals | Recruitment fairs  Communication | 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 | Superintendent  A Superintendent Directors,HS Principals | PL in Academies Development and Implementation  Secondary Team planning | FY19 Development  FY20 Implementation  FY21 Full Implementation  FY22 Full Implementation |
| Mobilize industry support and convene industry councils and pathway advisory boards to ensure ongoing focus of academies. | Industry Councils  Pathway Advisory Boards | Superintendent  HS Principals  CTAE Director | Executive S Plan Committee  School, Business, & Industry  Business Partnerships | FY19 Development & Training  FY20 Implementation  FY21 Full Implementation  FY22 Full Implementation |
| Assign dedicated staff on each secondary campus to coordinate support for the academies. | HS Academy Personnel List | Superintendent  HS Principals | One assistant principal and one counselor per academy and one academy coach | FY19 Development  FY20 Implementation  FY21 Full Implementation  FY22 Full Implementation |
| Develop and sponsor community events focused on the shared vision of creating college and career ready graduates. | Community Events List/Attendance | Superintendent  A Superintendent  System Directors, Principals | Community events  Business/ higher ed partnerships  Summer STEAM program/WBL  Career 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 | Principals  Academic Coaches | Communication  School family engag. activities | Ongoing and continue |
| Promote the importance of and attendance to Parent/Teacher conferences. | Attendance Plan & Communication Plan | Principals  Academic Coaches  Federal Programs Director | Communication  P/T conferences | Ongoing and continue |
| Continue to secure community and postsecondary partnerships for the district and schools. | SGSC Partnership  WGTC Partnership | Superintendent  A Superintendents  HS Principals,CTAE Director | Higher Ed Plan  Collabor./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 | Superintendent  Principals | 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 | Superintendent  Finance Director  A Superintendent  Federal Prog Director | Strategic Plan  Resource allocation plan  Maximize federal, state, local and alternative funding sources | Ongoing and continue |
| Maintain adequate cash reserves. | Positive fund balance | Superintendent  Finance Director | Budget  Reserve | Ongoing and continue |
| Meet generally accepted governmental accounting practices. | Timely and unqualified audits | Finance Director  Federal Program Director  Principals | 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 | ✔ | ✔ | ✔ | ✔ | ✔ |  |  |