

2022-2023 Coffee County School System Superintendent Evaluation

7/1/2022 - 6/30/2023

Coffee County Schools

This evaluation instrument is aligned to the Cognia Key Characteristics for Learning and the Coffee County School System FY19 - FY23 Strategic Plan

The goals, indicators and evidence statements listed were identified and inserted as indicators of the work of the superintendent towards advancing the work of the district. Key components of the Superintendent's Evaluation Instrument include:

- **Goals:** Goals are governance areas of responsibilities, broad in scope but narrow enough to be defined and address the operational functions and the effectiveness of the school system.
- **Indicators:** Indicators are action items that describe what is expected to be accomplished within each goal area. One or multiple indicators may be necessary to accomplish the goal.
- **Evidence:** Evidence is a listing of performance measures and/or data documents that will define the progress made on accomplishing the identified indicator.
- **Rating Scale:** The governance team should choose the method of rating for each goal area, whether a numeric scale, progress scale, and/or written comments only. The final superintendent evaluation report is usually completed in the goal area.
- **Comment Section:** The instrument is designed to capture each board member's comments on goal areas when individual board members complete the evaluation process. For the final official evaluation report to the superintendent, the board, by consensus, may elect to provide an overall comment summary to be included vs. the individual board member comments.

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Goal I. Culture of Learning

Description

A good institution nurtures and sustains a healthy culture for learning. In a healthy culture, learners, parents, and educators feel connected to the purpose and work of the institution as well as behave in alignment with the stated values and norms. The institution also demonstrates evidence that reflects the mission, beliefs, and expectations of the institution (e.g., student work; physical appearance of the institution; participation in institution activities; parent attendance at institution functions).

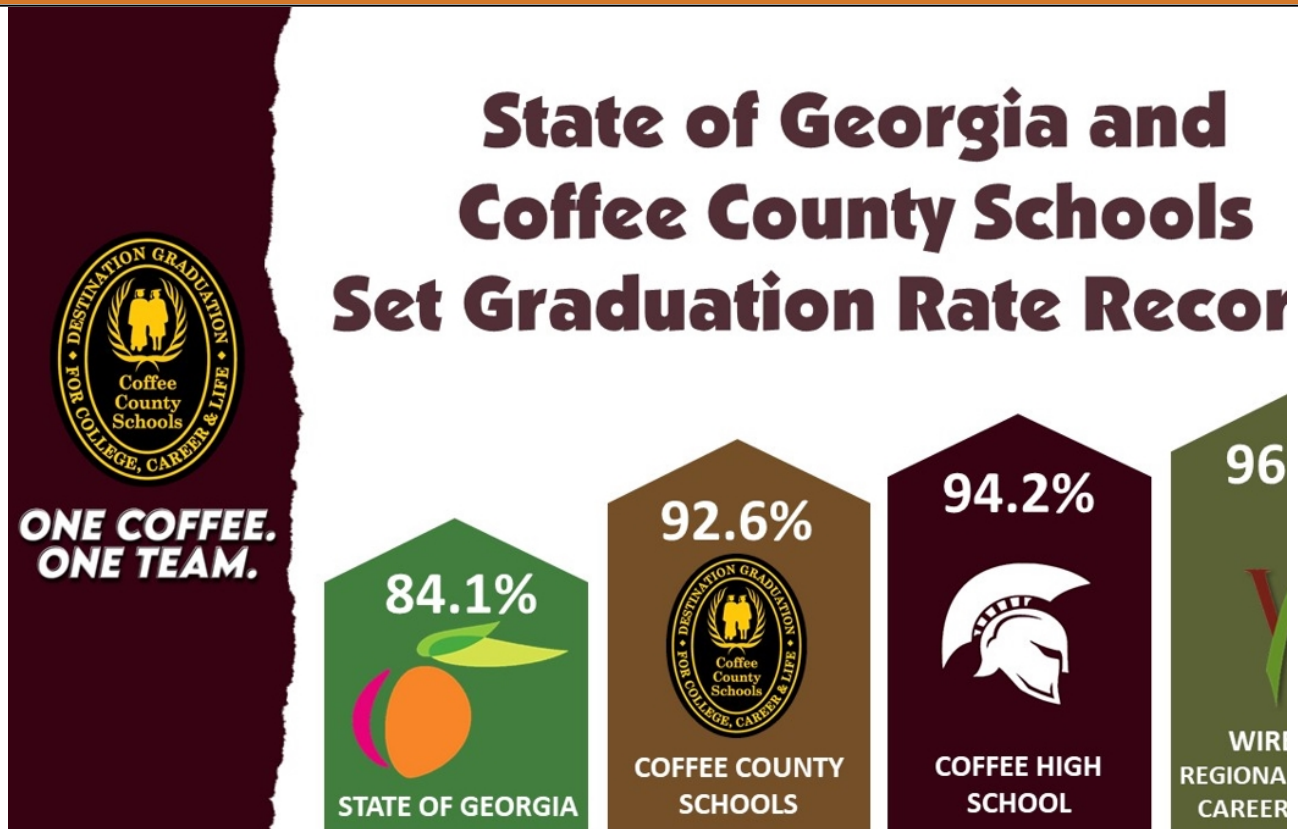
Indicator(s)
<p>A. Mission: Destination Graduation for College, Career, and Life</p> <p>Description</p> <p>Our mission is the purpose for which we exist as a school system.</p> <p>Evidence</p> <p>The Coffee County Schools have achieved the highest graduation rate since the State of Georgia began monitoring graduation rates:</p>

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Indicator(s)



Attachments

[Board Presentation CHS.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

B. Vision: Creating a stronger community through an equitable and excellent education for every student.

Description

Our vision describes a future state to which we aspire as a school system.

Evidence

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Coffee County Schools

Indicator(s)



1450 North Augusta Avenue · Waycross, Georgia 31503 · (912) 285-6151 · Fax (912) 287-6650
<http://www.okresa.org>

Dr. Greg Jacobs
Executive Director

GSSA President's Award Nomination 2023

It is my honor to nominate Dr. Morris Leis for the GSSA 2023 President's Award. Dr. Leis has served as the Superintendent of Schools for the Coffee County School District since 2011. He also served as Superintendent of Schools in the Wayne County School District from 2009-2011. With 20 years of experience as an educational leader, Dr. Leis has consistently been a champion for public education. Morris Leis is an excellent example of an educator who focuses on students first and then plans and directs based on the needs of students and the high-quality strategies that address the defined needs of the students. As we know, the needs of students are diverse and ever changing. Dr. Leis leads his staff to strategically meet the needs of students through planning and effective implementation of developed plans in the areas of instruction, assessment, curriculum, student safety, student mental health, nutrition, facilities, extracurricular activities, and transportation.

One of the key academic initiatives that Dr. Leis has led in the Coffee County School District was implementing a whole school reform model transitioning Coffee High from a traditional comprehensive high school to the "wall to wall academies" model. As a result of the change to the academy model the following has been observed at Coffee County High School:

- Less than 2% of students in academies request a change, which speaks to the family nature and relevance students find in their academy.
- Student leadership increased - Academy ambassador program, students on advisory board
- Increase in EOPA scores
- Increase in graduation rate
- Higher number of students staying on campus taking more rigorous AP classes
- More extensive community network with the addition of academy advisory boards, Career Showcase & Job Fair
- Larger focus on project-based learning through collaborative teaching within the academies
- More focus on connecting students with WBL and internship positions in the community that match their career interests
- Drastic increase in guest speakers, field trips, and college visits to increase exposure and access for students

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Below you will find additional highlights of Dr. Leis' accomplishments as Superintendent of Coffee County Schools:

- Raised the Graduation Rate to the highest ever in Coffee County
- Implemented a systematic phonics program in all eight elementary schools 2020-2021
- Named "Charter System of the Year" in 2018
- Partnered with Coffee Regional Medical Center to establish a school-based health clinic serving all employees and students
- Established a system wide telemedicine network
- Partnered with community leaders to establish a Boys and Girls Club utilizing the 21st Century Grant
- Established the Coffee County BOE Police Department in 2018
- Constructed/Opened a new Broxton Elementary School in 2013
- Constructed/Opened the new Billy Walker Ag Center in 2014
- Constructed/Opened a new Nicholls Elementary School in 2017
- Constructed/Opened the new Clayton Mathis Performing Arts Center in 2020
- Coffee County Board of Education was a Finalist for "GSBA Governance Team of the Year" in 2020
- Coffee County Board of Education has been recognized by GSBA as an Exemplary Board every year since 2015
- Led the Coffee County Schools through the development and implementation of two different Five Year Strategic Plans

Dr. Leis currently serves as the Chairman of the Okefenokee RESA Board of Control, and with his many years of experience as a Superintendent he provides guidance and insight to the members of the Okefenokee RESA Board of Control. Dr. Leis also serves or has served on numerous other educational or community boards: AASA Governing Board, Charter System Foundation (Executive Board Member), Douglas Coffee County Chamber of Commerce Board of Directors, Coffee County Boys and Girls Club Board of Directors, Rotary Club member, and First Baptist Church member. Dr. Leis also models professional growth for his staff and peers. He has participated in the Georgia Leadership Institute for School Improvement, GSSA Superintendent Executive Leadership Program and AASA Urban Superintendent Academy.

I know him well as an experienced, highly effective school superintendent who is respected in our RESA community, but I also know that he is a good father, good husband, and good community member of Coffee County. Morris Leis is an educator who cares about kids and their future. Coffee County is fortunate that he sits in the seat as the Lead Educator of their school district who is in the position to guide and direct the actions that best meet the needs of the students in Coffee County.

I highly recommend Dr. Morris Leis to you for the GSSA 2023 President's Award.

Respectfully Submitted by,

Greg Jacobs, Ed.D.
Okefenokee RESA Executive Director

Attachments

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Indicator(s)
<p>Vision & Hearing Screening.pdf Greg Jacobs Letter Leis Award.pdf</p> <p>Rating</p> <ul style="list-style-type: none"><input type="radio"/> Exceeds Expectations<input type="radio"/> Meets Expectations<input type="radio"/> Progress but did not Meet<input type="radio"/> Needs Improvement
<p>C. Plan, support and implement a strategic plan based on stakeholder input and goals for continuous improvement.</p> <p>Description</p> <p>During the 2022-2023 School Year the superintendent and staff continued implementation of the system strategic plan and managed operations accordingly. The school system partnered with GSBA to develop a new five-year strategic plan to begin implementation during the 2023-2024 school year. See Attached: Resolution for New Strategic Plan</p> <p>Evidence</p> <p>Attachments</p> <p>Resolution for New Strategic Plan.pdf Strategic Plan - Chamber Presentation - 5-25-23.pdf</p> <p>Rating</p> <ul style="list-style-type: none"><input type="radio"/> Exceeds Expectations<input type="radio"/> Meets Expectations<input type="radio"/> Progress but did not Meet<input type="radio"/> Needs Improvement

Evidence

Accreditation

The Coffee County School System is fully accredited by [Cognia](#), formerly AdvancED. Cognia offers accreditation and certification, assessment, professional learning, and improvement services to institutions and other education providers. As a global nonprofit working in over 80 countries, Cognia serves 36,000 institutions, nearly 25 million students, and five million educators every day.

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Charter System Contract Approved by the State Board of Education at May 10, 2023 State Board Meeting

RE: Coffee County Schools - Charter Renewal Application External

← **Allen Mueller** <AMueller@doe.k12.ga.us>

Thu,

to Allyson, christina.tucker, me ▾

Hello! As you may know by now, your charter system renewal was approved today by the State Board of Education. Congratulations on the renewal! I will be sending you a PDF of the approved contract and a cover letter electronic signing and returning to me for the State Board Chair's signature. I look forward to working with you during the upcoming year and your significant contributions to improving the lives of Georgia's children and families.

Regards,

Allen Mueller
Director
District Flexibility and Charter Schools Division
Phone: 404-657-2529
Cell Phone: 404-780-4730

GSBA Recognition as an Exemplary Board

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The Coffee County Board of Education has been recognized as an Exemplary Board every year since 2015.



Attachments

[Exemplary School Board.pdf](#)

[Coffee County Schools Charter Contract 2023-2028.pdf](#)

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Rating

- Exceeds Expectations
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Comments

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Goal II. Leadership for Learning

Description

The ability of a leader to provide leadership for learning is a key attribute of a good institution. Leaders who engage in their own learning while tangibly supporting the learning process for learners and teachers have a significant positive impact on the success of others. Leaders must also communicate the learning expectations for all learners and teachers, continuously, with consistency and purpose. The expectations are embedded in the culture of the institution, reflected by learners', teachers', and leaders' behaviors and attitudes toward learning.

Indicator(s)
<p>A. Teaching & Learning</p> <p>Description We prepare students with strong academic and technical skills foundations.</p> <p>Evidence</p> <p>Dr. Leis hosted the Superintendent's Teacher Advisory Council in the Fall and the Spring. The Superintendent's Teacher Advisory Council includes teachers from every school. See attachment:</p>

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Indicator(s)

Coffee Educators Complete Gifted Endorsement



Four teachers in the Coffee County School System recently completed the Gifted Endorsement certification program through Okefenokee RESA.

Pictured left to right are Summer Fussell and Mae Mae Neugent from Eastside Elementary School, and Keenya Hicks and David Handley from Satilla Elementary School.



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Indicator(s)

Coffee County Schools Support Dyslexia Endorsement



Several educators in the Coffee County School System recently graduated from a one-year course to earn a Dyslexia Endorsement from Okefenokee RESA. The program enabled these educators to increase their knowledge and understanding in structured literacy, helping them to change the trajectory of students' lives.

Pictured left to right are Lauren Mobley, Kindergarten Teacher at Eastside Elementary School; Wendy Jowers, District Director of Literacy; Angie Reinhardt, Fourth Grade Teacher at Eastside Elementary School and Katy Johnson, Special Education Teacher at Broxton Elementary School.



Attachments

[Superintendent's Advisory Council April21.pdf](#)

[Superintendent's Advisory Council Sep 8.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
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Indicator(s)

B. People & Culture

Description

We provide a welcoming environment and positive culture for students and employees.

Evidence

In the Fall of 2022, Dr. Leis hosted Assistant Principals for the Assistant Principal Bootcamp. Two meetings were held and Assistant Principals received professional learning from district leadership, including Dr. Leis. See attachment: FY23 AP Bootcamp.pdf

At the October Board Meeting, the New Teacher Award Incentives were presented. See Attachment: 2022-2023 New Teacher Incentive Award pdf.

2023 Coffee County Spelling Bee Winners



Congratulations to the winners of this year's Coffee County Spelling Bee!

- 1st Place Winner: Jakareyun Tims - Coffee Middle School - 8th Grade
- 2nd Place Winner: Laken Paulk - Ambrose Elementary School - 4th Grade
- 3rd Place Winner: Jazon Paulk - Broxton Elementary School - 5th Grade



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Indicator(s)

Wight Named AD of the Year



Steve Wight Named 1-A AAAA Athletic Director of the Year

Congratulations to Coffee High School Athletic Director Steve Wight, who was named Region 1-A AAAA Athletic Director of the Year at the Georgia Athletic Directors Association's 2023 Conference. Wight was also recently awarded the 2022-23 National Federation of High School Associations' Award of Excellence for Exemplary Display of Sportsmanship, Ethics and Integrity by the Georgia High School Association. Coach Wight has been a part of Coffee High School Athletics for 41 years, first joining the staff as a coach and teacher in the Fall of 1982.



Attachments

[FY23APBootcamp.pdf](#)

[2022-2023 New Teacher Incentive Award.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

Evidence

Dr. Leis held faculty meetings on each campus in the fall to update all employees on activities within the district and to celebrate success in the school system. See Attachment: Fall Faculty Meeting Leis 2022 pdf.

Dr. Leis was recognized by the Georgia School Superintendent's Association:

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Leis Receives GSSA President's Award



Coffee County Schools Superintendent, Dr. Morris Leis is a recipient of the 2023 Georgia School Superintendents Association (GSSA) President's Award. This prestigious honor is awarded to superintendents for outstanding leadership in their school system and was presented to Dr. Leis at the GSSA 2023 Superintendent Conference.

Dr. Leis was nominated by the Okefenokee RESA Executive Director, Dr. Greg Jacobs, who cited that Dr. Leis was leading the transition from a traditional high school to "Wall to Wall Academies" model. He went on to say, "Dr. Leis is an excellent educator who focuses on students first and then plans and directs based on the needs of students and high-quality strategies to meet the defined needs of the students."

In the nomination, highlights of Dr. Leis' accomplishments as Superintendent of Coffee County Schools were shared, including increasing the graduation rate to the highest ever in Coffee County, implementing a systematic phonics program in all 8 elementary schools, Charter System of the Year in 2018, creating a Police Department, partnering with CRMC for a school based clinic and telemedicine, and innovative construction projects including the Billy Walker Ag Center, Broxton and Nicholls school constructions, and the Clay County Performing Arts Center, along with being recognized as an exemplary school board every year since 2015.

Dr. Leis currently serves as the Chairman of Okefenokee RESA Board of controls, AASA Governing Board, Charter System Found executive board member, Douglas Coffee County Chamber of Commerce Board of Directors, Boys and Girls Club Board of Directors, and participated in the Georgia Leadership Institute for School Improvement, GSSA Superintendent Executive Leadership Program and Urban Superintendents Academy.

March - May 2023, Leis Participated In Book Study: [The Infinite Game](#) by Simon Sinek

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Being a part of this book club has been nothing short of amazing, and I'm so grateful to have been a part of it. The discussions we had were truly enriching, and I feel like I learned so much from everyone who participated. I couldn't agree more with what **Morris Leis** said this morning - reading this book has been a true energizer for me, and my batteries feel fully recharged. It's incredible to think about the power of a good book and how it can bring people together and inspire change.
[#ieifamily](#)

Institute for Education Innovation
IEI 4,187 followers
1w • Edited •

What an amazing journey it has been! Today marks the end of our final [#ieifamily](#) book club meeting. For those who joined, thank you for making ...see more



April 2023, Leis invited to attend and participate at ASU + GSV Summit:

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Dr. Leis shared information and experience at ASU+GSV with the District Leadership Team. See attachment: ASU+GSV pdf.

Attachments

[Fall Faculty Meeting Leis 2022.pdf](#)

[ASU GSV.pdf](#)

Rating

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- Meets Expectations
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Comments

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Goal III. Engagement of Learning

Description

A good institution insures that learners are engaged in the learning environment. Learners who are engaged in the learning environment participate with confidence and display agency over their own learning. A good institution adopts policies and engages in practices that support all learners being included in the learning process.

Indicator(s)

A. Family & Community

Description

We engage families, community members, and civic organizations as active partners.

Evidence

District Parent & Family Engagement Plans



Parents, please see the draft versions of our FY24 District Parent and Family Engagement Plans. Your feedback is important to us! Please send any comments or suggestions to Tamara Morgan, Director of Federal Programs, at tamara.morgan@coffee.k12.ga.us. The deadline for feedback is Friday, May 26, 2023.

Documents

[FY24 English District Parent and Family Engagement Plan.pdf](#)

[FY24 Spanish District Parent and Family Engagement Plan.pdf](#)

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Indicator(s)

2023 GaDOE Parent Health/Perception Survey



The Georgia Parent Survey was developed to measure parent perceptions of school climate at your child's school. Your opinion is very important to us. Your survey responses are confidential and will be combined with the survey responses of other parents at your child's school to identify areas in need of improvement. It should only take ten or fifteen minutes to complete the survey. Thank you for your time and participation. Take the Survey by clicking on the link below:

[2023 Georgia Parent Survey](#)

Attachments

[Parent Survey administered via Kinolved, Facebook.....pdf](#)

[Affordable Connectivity Program for Coffee County Families.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

Evidence

The Coffee County Schools partnered with South Georgia College to start the Para to Teacher Program: See Attachment

Using ESSR Funding, the Coffee County Schools installed Sensory Rooms at eight schools for disabled students.

?

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Sensory Rooms for Students with Special Needs



Coffee County Schools is pleased to showcase the addition of dedicated sensory rooms in eight of our schools. Many students with special needs are overwhelmed by daily sensory experiences (textures, visuals, smells, sounds). These experiences can cause distress and discomfort, which can sometimes result in meltdowns. Sensory rooms are designed to develop coping skills, decrease negative behaviors, and improve student engagement.

The materials in the eight locations vary by the age level of the students. The sensory rooms include marble walls that provide visual and tactile sensory input. Tactile activity panels help with motor skill development, eye tracking, visual processing and cognitive development. Crash pads provide a safe padded area to jump and crash, which helps with calming and improves attention. Bubble tube platforms with fiber optics are used to provide a calm relaxing environment through gentle vibrations and soothing white noise. Liquid filled floor tiles are used for calming, sensory exploration, and support visual processing. Various seating options calm overstimulation, ease stress and boost concentration. Shimmering water projectors create a calm environment, provide visual stimulation and help filter sensory overload. Sensory cocoons include a color-changing fiber optic curtain that assists with stress-reduction, calms, increases focus, and de-escalates behaviors. Fiber optic ceiling tiles add a calming effect for the entirety of the room.

Many thanks to our teachers and eSpecial Needs for designing and individualizing each of our locations! Our students are already enjoying the use of the sensory rooms.

CCSS Sensory Rooms



?

Attachments

[ParaToTeacherSupport.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

Comments

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Goal IV. Growth in Learning

Description

A good institution positively impacts learners throughout their journey of learning. A positive impact on the learner is reflected in readiness to engage in and preparedness for the next transition in their learning. Growth in learning is also reflected in learners' ability to meet expectations in knowledge and skill acquisition.

Indicator(s)

A. Achievement

Description

We use data and input from a variety of sources to make decisions for learners' and staff members' growth and well-being.

Evidence

Dr. Leis met with each principal during the school year to review student achievement and test data to support principals in their continuous improvement efforts. See attachment: DataMeetingsSample.pdf

Illuminate Assessment System Usage Report:

	FY16	FY17	FY18	F
Total Assessments Administered	129	4,800	5,600	
Published Assessments	78	1,600	1,900	
Online Assessments	28	3,100	3,600	
Student Assessments Taken	341	222,800	278,600	
Student Assessment Responses	5400	5,300,000	6,500,000	1
Custom Reports	135	1,000	1,200	
Students Logged in in the last month	276			
Teacher Created Items		2,239		

Attachments

[DataMeetingsSample.pdf](#)

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Indicator(s)

Rating

- Exceeds Expectations
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B. Workforce & Life

Description

We purposely prepare our students with the skills to navigate life beyond graduation.

Evidence

The Coffee County Schools submitted an application to the GADOE to renew the system charter for five more years. The application was approved and the new contract has been signed. The application attached contains data on student achievement and preparing students for work and life beyond high school.

Attachments

[FY23 Coffee Co. Schools - Charter Renewal Application - revised 3-20-23.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

Evidence

Coffee County Schools Balanced Scorecard on System Website:

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Coffee County School System Balanced Scorecard					
	FY18	FY19	FY20	FY21	FY22
College & Career Ready Performance Index (CCPRI)					
Elementary	67.9	77.5	*N/A	*N/A	*N/A
Middle	67.7	74.6	*N/A	*N/A	*N/A
High	73.2	77.7	*N/A	*N/A	*N/A
System	69.4	77	*N/A	*N/A	*N/A
Graduation Rate					
4 year Cohort - %	82.8%	84.16%	90.4%	88.6%	92.6%
\$SAT					
Total Score	995	1011	988	1024	997
ACT					
Composite Score	19.5	19.5	20.2	22.6	21
Advanced Placements					
# of students tested	240	241	123	137	210
Hope Scholarship Eligible					
% of Students	40%	38%	52%	44%	54%
Dual Enrollment					
# of students	512	628	369	323	332
Summer \$TEAM Internships					
# of students	38	30	0	0	12
Georgia Milestones Testing					
End of Grade (EOG)	Weighted % of students scoring Level 2 or Above				
Gr. 3-5 ELA	58	66	**N/A	66	67
Gr. 3-5 Math	71	73	**N/A	75	72
Gr. 5 Science	67	73	**N/A	72	70
Gr. 5 Social Studies	62	58	**N/A	***N/A	***N/A
Gr. 6-8 ELA	58	62	**N/A	67	68
Gr. 6-8 Math	65	65	**N/A	70	74
Gr. 8 Science	66	70	**N/A	71	72
Gr. 8 Social Studies	57	65	**N/A	70	71
End of Course (EOC)	Weighted % of students scoring Level 2 or Above				
English Language Arts (American Lit.)	64	78	**N/A	74	66
Math (Algebra I)	51	55	**N/A	52	68
Science (Biology)	61	67	**N/A	62	73
Social Studies (US History)	58	65	**N/A	62	61
Lexiles (State Test Reports - Reading Level)	Lexile Measure on Grade Level or Higher				
3rd Grade (650L)	68	71	**N/A	54	60
5th Grade (850L)	68	71	**N/A	69	69
8th Grade (1050L)	76	72	**N/A	62	69
11th Grade (1275L)	74	71	**N/A	66	64
Dropout Rate					
% of Students	3.6%	2.8%	1.3%	1.7%	2.2%

*N/A - No CCRPI Summary Score

**N/A - Georgia Milestones Not Administered

***N/A - Content Area Discontinued

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Schools provide update to the board at monthly board meetings. See the attached examples from Nicholls and Wiregrass: WRCCA Presentation to Board pdf. & Nicholls Presentation to Board pdf.

Attachments

[WRCCA Presentation to Board.pdf](#)

[Nicholls Presentation to Board.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
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Comments

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Goal V. Resource Capacity

Description

The use and distribution of resources support the stated mission of the institution. Institutions ensure that resources are distributed and utilized equitably so the needs of all learners are adequately and effectively addressed. The utilization of resources includes support for professional learning for all staff. The institution examines the allocation and use of resources to ensure appropriate levels of funding, sustainability, organizational effectiveness, and increased student learning.

Indicator(s)

A. Financial Responsibility

Description

We develop and manage resources to maximize student achievement.

Evidence

Tax Digest reflects millage roll back four out of the last six years. See Attachment: Tax Digest pdf.



Notice of Public Hearing



NOTICE OF PUBLIC HEARING COFFEE COUNTY BOARD OF EDUCATION

All concerned citizens are invited to a public hearing during which the Budget for the Fiscal Year 2024 will be presented. The hearing will be held at the regular Work Session of the Coffee County Board of Education located at 131 South Peterson Avenue, Douglas, GA 31533, on May 11, 2023 at 5:30 pm.

This will be the second of two public hearings to present the 2023-2024 Fiscal Budget.

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Indicator(s)

Attachments

[FY2024 Tentative budget advertisement.pdf](#)

[Tax Digest.pdf](#)

Rating

- Exceeds Expectations
- Meets Expectations
- Progress but did not Meet
- Needs Improvement

Evidence

The state Audit Report yields no findings or questioned costs. See Attachment: State Audit Report Letter Reflects No Findings or Questioned Costs.pdf

July 2022 Dr. Leis Recommends and the Board approves the purchase of nine new school buses. See attachment: July 2022 CCBOE Purchases 9 Buses

Attachments

[July 2022 CCBOE Purchased 9 Buses.pdf](#)

[State Audit Report Letter Reflects No Findings or Questioned Costs.pdf](#)

Rating

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Board Chair

Superintendent