

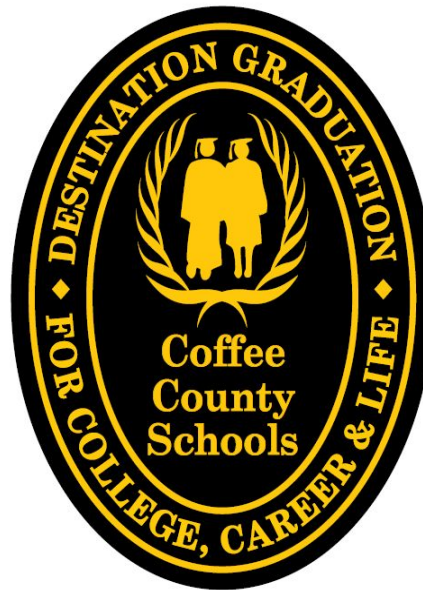
# Coffee County School System Douglas, Georgia

## Mission:

Destination Graduation  
for College, Career, and Life

## Vision:

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



## Beliefs:

### WE ARE COFFEE...

**C**ommunity - We foster and sustain strong community partnerships.

**O**pportunity - We provide opportunities for all students to learn, thrive and succeed.

**F**ocus - We focus on raising student achievement and preparing our students for their futures.

**F**airness - We ensure all children equitable access to the resources necessary for academic success.

**E**thics - We promote integrity and honest communication and maintain responsible stewardship of resources.

**E**xcellence - We pursue the highest standards in educational and operational performance.

## FY19 - FY23 Strategic Plan's Action Plan and Performance Measures

*Last date updated: 1/28/19*

# FOCUS AREA 1 - TEACHING AND LEARNING

We prepare students with strong foundations in academic and technical skills.

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
Develop and implement performance based assessments.	Performance Based Assessments 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
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
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, etc.)	PL Director Principals/APIs/ Leadership Teams Academic Coaches	Continued PL is literacy initiatives PLC focus on literacy initiatives & effectiveness	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 Quarterly Report Data Teams/ PLCs Formative/Summative assessments	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	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 <b>Graduation Rate</b> for all students by 2% and decrease the <b>Dropout Rate</b> by 1%. (CCRPI)							
Graduation Rate Dropout Rate	79.8% 3%	82.8% 3.6 %	Target: 84.4 Actual: Target: 2.6% Actual:				l:
Each year of the charter, the district will increase the % of graduates entering TCSG/USG <b>not requiring remediation or learning support courses</b> ; or scoring at least 22 out of 36 on the composite <b>ACT</b> ; or scoring at least 480 out of 800 on Evidence-Based Reading and Writing and 530 out of 800 on Math on <b>SAT</b> ; or scoring 3 or higher on two or more <b>AP</b> exams by 2% (CCRPI)							
College and Career Readiness	56.8%	60.50%	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 <b>Dual Enrollment</b> or <b>Advanced Placement</b> courses by 2%. (CCRPI)							
Percent of students with post secondary credit(s)	58.1%	100.00%	Target: maintain				
Each year of the charter, the district will increase the % of 9th grade students <b>earning 6 credits</b> at the end of their freshman year by 2% . (Student Records)							
9th graders w/6 credits	82% (439)	91% (473)	Target 92.8 Actual:				
Each year of the charter, the district will increase the % of graduates completing a CTAE pathway, or an advanced academic pathway, or an IB Career Related Programme, or a fine arts pathway, or a world language pathway by 2%.							
Pathway completion	88.3%	87.13%	Target: 88.87 Actual:				
Each year of the charter, the district will increase the district <b>CCRPI overall score</b> by 2%. (CCRPI)							
College & Career Readiness Performance Index	76.8	69.4	Target 72.56 Actual:				
Each year of the charter, the district will increase the weighted % of students Gr 3-8 scoring at or above Developing on the <b>EOG Ga Milestones ELA</b> by 3% and the increase the % <b>Reading on or above grade level (literacy)</b> 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: Target:60.68 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: Target:58.69 Actual:				
Each year of the charter, the district will increase the weighted % of students Gr 3-8 scoring at or above Developing on the <b>EOG Ga Milestones Math</b> by 3%. (CCRPI)							
EOG - % Developing or above - Math (Elementary)	65.9%	71.38%	Target:75.28 Actual:				
EOG - % Developing or above - Math (Middle)	67.4%	65.49%	Target: 67.45 Actual:				
Each year of the charter, the district will increase the weighted % of Gr 9-12 students scoring at or above Developing on the <b>EOC Ga Milestones ELA</b> by 3% and the increase the % <b>Reading on or above grade level (literacy)</b> by 3%. (CCRPI)							
EOC - % Developing or above - ELA	65.74%	64.14%	Target:66.06 Actual:				
EOC - % Reading on or above grade level (HS)	61.2%	56.51%	Target:58.20 Actual:				
Each year of the charter, the district will increase the weighted % of students Gr 9-12 scoring at or above Developing on the <b>EOC Ga Milestones Math</b> by 3%. (CCRPI)							
EOC - % Developing or above - Math	49.1%	51.91%	Target:53.46 Actual:				
Each year of the charter, the district will increase the % the district is <b>closing the gap</b> on Ga Milestones by 3%. (CCRPI)							
EOG - Grades 3-5 EOG - Grades 6-8 EOG - Grades 9-12	67% 67% 50%	65.0% 41.1% 74.2%	Target: 66.95 Actual Target: 42.33 Actual Target: 76.42 Actual				

# FOCUS AREA 2 - WORKFORCE AND LIFE

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

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	FY19 - Development FY20 - 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	FY20 Development FY21 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
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
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
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	Superintendent A Superintendents System Directors HS Principals/ APIs	Review and study Night School options Need, feasibility, location, staff	FY19 Exploration FY20 Implementation

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%.							
Dual Enrollment #	415	512	(+15)				
Each year of the charter, the district will increase the number of 9-12 grade students participating in Work Based Learning by 3% .							
Work Based Learning #	111	190	(+5)				
Each year of the charter, the district will increase the number of 9-12 grade students participating in STEAM Summer Internships by 5 students.							
STEAM Summer Internships #	40	38	(+5)				
Each year of the charter, the district will increase the number of 9-12 grade students receiving the Zell Miller Scholarship by 3%.							
Zell Miller Scholarships #	20	35	(+2)				
Each year of the charter, the district will increase the number of 9-12 grade students eligible for the Hope Scholarship by 3%.							
HOPE Scholarship Eligible #/%	159/44%	197/40%	(42%)				
Each year of the charter, the district will continue to support and fund 5 REACH scholarships for eligible 8th grade students.							
REACH Scholarships #	5	5	(5)				
Each year 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)							
Pathway completers	88.3%	87.13%					
Each year of the charter, the district will increase the % of 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%	(34%)				
Each year of the charter, the district will increase the number of Career Guest Speakers at every school by 2.							
Career Guest Speakers	Begins FY19	Begins FY19					

## FOCUS AREA 3 - PEOPLE AND CULTURE

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

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 Academic Coaches	Mentors/Mentor Program PLCs TKES process	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
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
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 (new) Stud. Sup Case Manager (new) Elem. Art teachers	School Wellness Teams/Plans Kinvolved PBIS	FY19 Development
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.	Superintendent A Superintendent District Safety Director Inform. Systems Dir. Principals/APIs/APs	Plans PL Committees Resources	Ongoing and continue
Create alternative school placement option for elementary students.	Elementary Alt School Placement Plan	A Superintendent Elementary Principals	Review and study Alt Ed elem options Need, feasibility, location, staff	FY19 Exploration & Development
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	Ongoing and continue
Provide growing leaders opportunities for all staff and recognition of outstanding employees.	Leadership opportunities Recognition Programs TOTY	Superintendent PL Director Principals	<b>Grow Our Own</b> 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 .							
Teacher Externships	Begins FY19	Begins FY19					
Each year of the charter, the district will continue to ensure that every school has active Professional Learning Communities.							
Professional Learning Communities	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	All	All	All	All
Each year of the charter, the district will decrease the number of discipline referrals for all students by 3% .							
Discipline Referrals ( FY16 - 6673)	5802	5180					
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.							
School Safety Training	✓	✓					
Each year of the charter, the district will increase the % of administrators being retained by 3% . (Source: Title IIA Data chart)							
Administrator Retention	91%	87%					
Each year of the charter, the district will increase the % of teachers being retained by 3% . (Source: Title IIA Data chart)							
Teacher Retention	89%	88%					
Each year of the charter, the district will increase the % of minorities being recruited and hired by 3%.							
Minority Recruitment	21%	21%					

## FOCUS AREA 4 - FAMILY AND COMMUNITY

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

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
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
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
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 <i>Beating the Odds</i> by one until all 12 are <i>Beating the Odds</i> and then maintain.							
Beating the Odds - # of Schools	7	3					
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					
Each year of the charter, the district will decrease the % of K-12 students with 10% or more absences. ( <i>Student records</i> )							
Student Attendance	15%	17.5%					
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%					
Each year of the charter, the district will increase parent participation at P/T conferences by 5%.							
P/T Conference Attendance %	65.61%	77.57%					
Each year of the charter, the district will maintain SGCs at all schools that are annually trained, meet at least 6x yr, and and broad representation.							
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 FY19	Begins FY19					
<b>Financial Responsibility</b>							
Performance Measure	FY17	Baseline - FY18	FY19	FY20	FY21	FY22	FY23
Fiscally Sound	✓	✓					
Allocate Resources Effectively	✓	✓					
Adequate Cash Reserves	✓	✓					
Meet Generally Accepted GAAP	✓	✓					