Catoosa County Public Schools
Our Vision is CLEAR

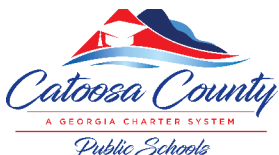# In Pursuit of Excellence
for Every Child, Every Day, Without Exception

Primary CCPS Strategic Goals

- Maximize academic achievement so every student graduates prepared for college or a career.
- Create and maintain school cultures and facilities that are safe, orderly, and nurturing to support teaching and learning.
- Recruit, develop, retain, and reward a premiere workforce.
- Encourage stakeholder engagement by maintaining strong partnerships with families, businesses, and community organizations to provide a system of support for students and families.
- Manage fiscal resources effectively and efficiently to achieve strategic plan objectives while being good stewards of taxpayer resources.

... Every Child, Every Day, Without Exception

Catoosa County
A GEORGIA CHARTER SYSTEM
Public Schools

Community- Inspired
2022- 2027 Strategic Plan
Developed by the Catoosa County Board of Education

CCPS Strategic Goal Action Steps 2022-2027

Maximize Academic Achievement

1. Improve academic achievement in ELA
2. Improve academic achievement in Math
3. Improve academic achievement in K-12 virtual school
4. Professional Learning Communities at Work implementation
5. Response to Intervention at Work Implementation
6. Strengthen instructional strategies for differentiation and engagement
7. Increase Rigor in all content areas
8. Strengthen alignment of College & Career Readiness K-12
9. Expand career preparation opportunities
10. Continue accreditation with Cognia as part of continuous improvement process focused on maintaining supports for students to be college and career ready
11. Strengthen alignment of PL support for areas identified in the Strategic Plan
12. Support the integration of technology into instruction

Recruit & Retain a Premiere Workforce

1. Leadership Development and Succession Planning
2. Provide school leadership and organizational leadership training and support for principals, assistant principals, and potential teacher leaders
3. Retention/Recruitment
4. Reward/Recognition

Maintain Fiscal Responsibility & Good Stewardship

1. Streamline the training employees receive on the financial policies and procedures
2. Investigate alternative purchasing methods.
3. Provide reports and updates in a timely manner to the appropriate stakeholders and employees
4. Streamline the flow of information throughout the system and increase efficiency by transforming access to critical information to better serve stakeholders
5. Evaluate processes and procedures and develop plans to improve efficiency, streamline processes and enhance training opportunities for staff
6. Provide a sustainable infrastructure and resources to support technology by increasing network capacity, updating hardware & software, ensuring data and network security and provide technology training
7. Develop short-term and long-term plans for facility and infrastructure upgrades to support academic programs, school attendance zones, and student enrollment growth
8. Evaluate cleaning protocols and audit procedures to maintain clean and healthy schools and buildings
9. Develop a 5-year capital improvement plan to address the internal and external infrastructure needs of the system's schools and buildings
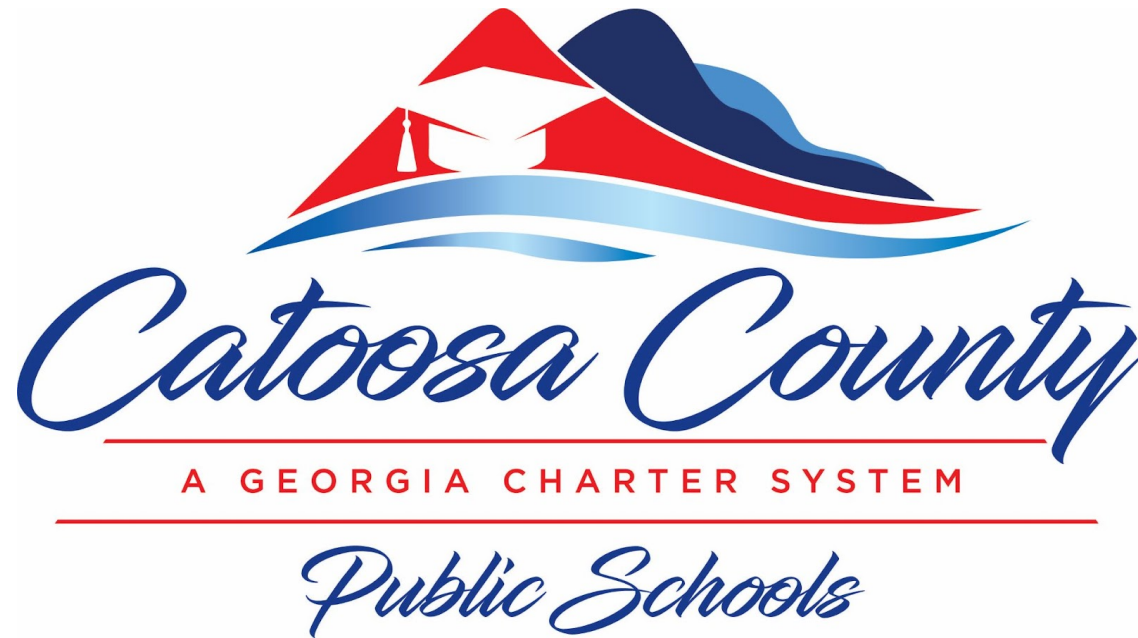
Create a Safe, Orderly, & Nurturing School Environment

1. Streamline the training employees receive on the financial policies and procedures of the school system in order to maximize efficiency
2. Investigate alternative purchasing methods
3. Provide reports and updates in a timely manner to the appropriate stakeholders and employees
4. Streamline the flow of information throughout the system and increase efficiency by transforming access to critical information to better serve stakeholders
5. Evaluate processes and procedures and develop plans to improve efficiency, streamline processes and enhance training opportunities for staff
6. Provide a sustainable infrastructure and resources to support technology by increasing network capacity, updating hardware & software, ensuring data and network security and provide technology training and support for Let's Get connectED 1:1 initiative
7. Develop short-term and long-term plans for facility and infrastructure upgrades to support academic programs, school attendance zones, and student enrollment growth
8. Evaluate cleaning protocols and audit procedures to maintain clean and healthy schools and buildings
9. Develop a 5-year capital improvement plan to address the internal and external infrastructure needs of the system's schools and buildings. Included but not limited to roofs, electoral, plumbing, HVAC, painting, flooring, paving and lighting

Encourage Stakeholder Engagement

1. Utilize stakeholder focus groups (parents, administrators, teachers, business partners), to determine innovations to improve student success
2. Utilize internal and external Superintendent's Focus Groups to encourage stakeholder engagement
3. Launch the CatoosaConnects Initiative to unite schools, families, businesses, and the community
4. Market the From HERE to CAREER Academy and High School Career Education programs to parents, students, business partners, and system employees
5. Recruit new partners and strengthen existing partnerships to support career education, exposure, and experiences for students in grades K-12
6. Research expanding the CatoosaU Technology Internship into additional careers
7. Research partnering with Mountain Education Charter High School to open a night school option for students at risk of becoming high school drop-outs

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Catoosa County Schools

Every child, every day, without exception!

Strategic Plan

2022-2027

Maximize academic achievement so every student graduates prepared for college or a career

Focus Area #1 of 4: Content Mastery

Improve academic achievement in ELA

Action Steps	Timeline	Responsibility
Explore and support the integration of reading and writing skills in all content areas	2022-2027	School Improvement Director School Improvement Specialists
Provide professional learning focused on researched-based reading instruction	2022-2027	School Improvement Directors School Improvement Specialists Professional Learning Coordinator
Provide professional learning focused on research-based writing instruction	2023-2027	School Improvement Directors School Improvement Specialists Professional Learning Coordinator
Facilitate vertical alignment discussions and review of ELA essential standards	2024-2025	School Improvement Directors School Improvement Specialists

Improve academic achievement in Math

Action Steps	Timeline	Responsibility
Provide professional learning focused on research-based practices for math instruction	2022-2027	School Improvement Director School Improvement Specialists Professional Learning Coordinator
Review and identify district essential standards based on state-level curriculum changes	2022-2025	School Improvement Director School Improvement Specialists
Facilitate K-12 vertical alignment	2024-2024	School Improvement Director School Improvement Specialists

Improve academic achievement in K-12 virtual school

Action Steps	Timeline	Responsibility
Investigate the effectiveness of the current instructional platform(s)	2022-2024	FHTCA Principal/CTAE Director COA Coordinator
Provide professional learning opportunities focused on research-based best practices for virtual instruction	2022-2027	FHTCA Principal/CTAE Director COA Coordinator Professional Learning Coordinator

Identify and align essential standards within the secondary virtual platforms	2022-2027	FHTCA Principal/CTAE Director COA Coordinator

Targeted Subgroups: (if any)

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✓	Economically Disadvantaged	All subgroups will be monitored for achievement gains.
✓	English Learners	All subgroups will be monitored for achievement gains.
✓	Race/Ethnicity/ Minority	All subgroups will be monitored for achievement gains.
✓	Students with Disabilities	All subgroups will be monitored for achievement gains.
✓	Foster and Homeless	All subgroups will be monitored for achievement gains.
✓	Migrant	All subgroups will be monitored for achievement gains.

Professional Learning Communities at Work implementation

Action Steps	Timeline	Responsibility
Explore and support PLC at Work practices in singletons and non-academic content areas	2023-2026	School Improvement Director School Improvement Specialists
Provide professional learning and support for continually developing high performing teams. (i.e. opportunities for collaborative teams to visit and observe high-performing teams, develop PLC SIG, strengthen coaching of teams, etc.)	2022-2027	School Improvement Director School Improvement Specialists Professional Learning Coordinator
Evaluate PLC at Work practices continuously and align professional learning supports for identified areas	2022-2027	School Improvement Director School Improvement Specialists Professional Learning Coordinator

Response to Intervention at Work Implementation

Action Steps	Timeline	Responsibility
Establish a formal process for monitoring practices of Tier 3 support	2022-2025	Special Education Director RTI Coordinator School Improvement Director

Provide professional learning support focused on identifying and addressing the skill and will needs of students	2023-2027	Student Services Director Special Education Director School Improvement Director Professional Learning Coordinator
Strengthen our ability to use data, including the use of diagnostic data and CFA's, in making instructional adjustment for students receiving Tier 2 and Tier 3 support.	2023-2024	Special Education Director School Improvement Director RTI Coordinator
Evaluate RTI at Work practices continuously and align professional learning supports for identified areas	2022-2027	Special Education Director School Improvement Director RTI Coordinator Professional Learning Coordinator
Design and implement a district-level Strategy Implementation Guide (SIG) for at RTI at Work expectations	2023-2026	Special Education Director School Improvement Director

Strengthen instructional strategies for differentiation and engagement

Action Steps	Timeline	Responsibility
Investigate and implement research-based strategies to promote student engagement	2022-2027	School Improvement Director School Improvement Specialists Professional Learning Coordinator

Provide support for the implementation of research-based instructional strategies that focus on extension, enrichment, and acceleration. (PLC Question 4)	2024-2027	School Improvement Director School Improvement Specialists
Investigate the need to align benchmark data K-12	2023-2026	School Improvement Director School Improvement Specialists Special Education Director

Increase Rigor in all content areas

Action Steps	Timeline	Responsibility
Provide professional learning opportunities focused on understanding the rigor and learning expectations of state standards.	2022-2024	School Improvement Director School Improvement Specialists Professional Learning Coordinator
Increase the percent of students participating successfully in advance content coursework.	2024-2027	School Improvement Director School Improvement Specialists

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Focus Area #3 of 4: College and Career Ready

Strengthen alignment of College & Career Readiness K-12

Action Steps	Timeline	Responsibility
Explore STEM options at elementary and middle schools	2022-2027	FHTCA Principal/CTAE Director School Improvement Director of School Improvement (Elementary and Middle School)
Investigate and implement ways to strengthen career exploration at the elementary and middle schools	2022-2027	FHTCA Principal/CTAE Director School Improvement Specialists (Elementary and Middle School)

Implement YouScience and Snapshot at the middle schools.	2022-2027	FHTCA Principal/CTAE Director School Improvement Specialists (Middle School)
Investigate YouScience in Grade 9-12	2023-2025	FHTCA Principal/CTAE Director High School Improvement Specialist
Create college and career pathways within the digital school (COA)	2022-2027	FHTCA Principal/CTAE Director/COA Coordinator

Embed 21st Century Skills in core, CTAE, and STEM classes at all levels	2024-2027	FHTCA Principal/CTAE Director School Improvement Specialists
Expand the professional skill focus across all high school grade levels	2023-2027	FHTC Principal/CTAE Director Talent Development Specialist

Expand career preparation opportunities

Action Steps	Timeline	Responsibility
Open the From Here to Career Academy and recruit and employ CTAE teachers and staff	2022-2027	FHTCA Principal/CTAE Director Superintendent
Provide career exploration opportunities through programs such as Junior Achievement and internships	2022-2027	FHTCA Principal/CTAE Director Talent Development Specialist School Improvement Specialists (Middle and High School)
Develop a process to connect stakeholders to the FHTC Academy and career exploration at all levels	2022-2027	FHTCA Principal/CTAE Director FHTCA CEO

REMOVE

Investigate the establishment of a JROTC program at Heritage High School	2024-2027	FHTCA Principal/CTAE Director

Continue accreditation with Cognia as part of continuous improvement process focused on maintaining supports for students to be college and career ready

Action Steps	Timeline	Responsibility
Prepare plan for Engagement Review	2022-2027	School Improvement Director School Improvement Specialists
Complete required steps in preparation for Engagement Review	2022-2027	School Improvement Director School Improvement Specialists
Host Cognia Engagement Review	2022-2027	School Improvement Director School Improvement Specialists

Maintain system accreditation with Cognia 2023-2027 School Improvement Director School Improvement Specialists
Targeted Subgroups: (if any)

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✓	English Learners	The graduation rate of all subgroups will be monitored.
✓	Race/Ethnicity/ Minority	The graduation rate of all subgroups will be monitored.
✓	Students with Disabilities	The graduation rate of all subgroups will be monitored.
✓	Foster and Homeless	The graduation rate of all subgroups will be monitored.

✓	Migrant	The graduation rate of all subgroups will be monitored.

Strengthen alignment of PL support for areas identified in the Strategic Plan

Action Steps	Timeline	Responsibility
Meet annually with school and district administrators to determine PL needed to support Strategic Plan action steps	2022-2027	Professional Learning Coordinator School Improvement Director School Improvement Specialists
Develop district-wide processes to monitor the implementation of professional learning and the impact on student achievement.	2023-2027	Professional Learning Coordinator School Improvement Director School Improvement Specialists

Support the integration of technology into instruction

Action Steps	Timeline	Responsibility
Provide professional learning opportunities focused on the application of new resources	2022-2027	Professional Learning Coordinator

Develop and improve site-based resources which support instructional technology integration	2023-2027	Professional Learning Coordinator Technology Director

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Create and maintain school cultures and facilities that are safe, orderly, and nurturing to support teaching and learning.

Focus Area #1 of 2: Physical Safety

Partner with local law enforcement (Sheriff's Office, Ringgold Police, Fort Oglethorpe, and 911 Call Center)

Action Steps	Timeline	Responsibility
Identify opportunities to increase law enforcement presence in schools	2022-2027	Director of Operations
Partner with the Sheriff's Office and 911 call center to evaluate safety concerns.	2022-2027	Director of Operations
Evaluate the possibility of providing 1 SRO in each elementary school	2022-2027	Director of Operations
Improve communication with agencies as a member of Local Emergency Preparedness Committee	2022-2027	Director of Operations

Identify safety teams in each facility to implement safety plans, conduct safety audits, maintain emergency plans, implement safety drills, and report findings.

Action Steps	Timeline	Responsibility

Evaluate district-wide safety protocol and procedures	2022-2027	Director of Operations
Utilize individualized safety plans for each school	2022-2027	Director of Operations
Implement safety audit tool to identify and enhance individual school safety	2022-2027	Director of Operations
Update safety plans and train safety team members each year	2022-2027	Director of Operations
Conduct safety audits to identify areas of need and report findings to each Principal	2022-2027	Director of Operations

Provide safety training for faculty, staff, students

Action Steps	Timeline	Responsibility
Utilize results of the safety audits to determine individual schools' training needs	2024-2027	Director of Operations

Develop a training plan for substitute teachers	2023-2027	Director of Operations
Utilize data from all school safety drills to determine training needs for each individual school	2022-2027	Director of Operations

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Focus Area #2 of 2: Social and Emotional Health

Provide Behavioral, Emotional, and Mental Health Support to schools

Action Steps	Timeline	Responsibility
Identify and provide mental health resources for students and families	2022-2027 Identify 2023-2027 Provide	Director of Student Services
Identify and provide mental health resources for employees.	2022-2027 Identify 2023-2027 Provide	Director of Student Services Director of Human Resources

Identify and train key staff on suicide prevention resources	2022-2027 Identify 2023-2027 Train Admin, Nurses, Counselors	Director of Student Services
Partner with outside mental health agency in training and serving our students	2023-2027	Director of Student Services
Evaluate adding a licensed school social worker or other personnel plan to assist in wrap around service, counseling, mentoring students in Mental Health and Suicide prevention	2023-2027	Director of Student Services
Utilize Mental health task force and Youth mental health task force, to analyze data including Georgia Health Survey, discipline data, etc., to determine suicide prevention, bully prevention and/or other mental health needs	2022-2027	Director of Student Services

Maintain and Expand Positive Behavior Intervention and Supports (PBIS)

Action Steps	Timeline	Responsibility
Train Secondary Schools on PBIS Tier II	2022-2027	Director of Student Services
Train Elementary, and Secondary Schools on PBIS Tier III	2022-2027 Elementary 2023-2027 Secondary	Director of Student Services

Research and begin using a universal screener to help and identify students with social/emotional and behavioral needs that would benefit from PBIS tier II	2022-2027 Research 2023-2027 Implement	Director of Student Services
Employ Mindset training in all schools	2022-2027	Director of Student Services Director of Special Education
Develop a Mindset training schedule	2022-2023	Director of Special Education
Conduct and document training	2022-2027	Director of Special Education
Utilize the mindset trainer in each individual school to monitor and evaluate the process	2022-2027	Director of Special Education

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Recruit, develop, retain, and reward a premiere workforce

Focus Area #1 of 2: Leadership

Leadership Development and Succession Planning

Action Steps	Timeline	Responsibility
Develop a succession plan by identifying individuals who will be retiring (within 5-10 years) and preparing internal personnel to fill key organizational positions	2023-2027	Human Resources Superintendent Leadership Development Coordinator
Annually review leaders (principals and central office administrators) who are within 5-10 years of retirement.	2022-2027	Human Resources
Survey school administrators to determine individuals who are interested in other leadership positions (central office) and develop a plan to identify and train potential replacements for retiring leadership personnel. Increase the number of interested and qualified personnel each year.	2027	Human Resources Leadership Development Coordinator

Provide school leadership and organizational leadership training and support for principals, assistant principals, and potential teacher leaders		

Action Steps	Timeline	Responsibility
Survey teachers and leaders to determine professional development needs and interest in future leadership positions. Increase the number of interested each year.	2023-2027	Human Resources Leadership Development Coordinator
Continue, enhance, and expand Leadership Development Program. Identify and train potential teacher leaders and current assistant principals for school level leadership positions. Training to include both in-person and virtual sessions. Increase the number attending each year.	2022-2027	Human Resources Leadership Development Coordinator
Investigate training opportunities for various leadership positions (RESA and GADOE). Increase the number attending sessions each year.	2023-2024	Human Resources Leadership Development Coordinator

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Retention/Recruitment

Action Steps	Timeline	Responsibility
Conduct a salary study to determine if salaries and supplements are consistent with similar sized systems in our geographic area.	2022-2027	Human Resources Finance

Action Steps	Timeline	Responsibility
Evaluate the budget annually to determine if funding is adequate to make adjustments to the salary scales	2022-2027	Human Resources Finance
Research and investigate creating a New Teacher Induction Program.	2023-2027	Human Resources Principals
Provide support for new teachers by assigning a mentor teacher. Performance equals the number of new teachers with an assigned mentor	2023-2027	Human Resources Principals
Evaluate the budget annually to determine if funding is adequate to provide training and a stipend to mentor teachers. Performance equals the number of paid teacher mentors.	2022-2027	Human Resources Finance

Action Steps	Timeline	Responsibility
Active marketing of CCPS to include attending Job Recruitment Fairs at local colleges. Performance equals the number of job fairs attended	2022-2027	Human Resources
Identify contacts within the job placement office at local colleges. Performance equals the number of contacts.	2022-2027	Human Resources
Research and investigate the development of an exit survey for employees leaving the system.	2022-2027	Human Resources
Continue practice of allowing current classified employees to complete student teaching without giving up their employment with CCPS.	2022-2027	Human Resources Principals

Reward/Recognition		

Action Steps	Timeline	Responsibility
Encourage each school's administration to develop/enhance recognition and reward programs.	2024-2027	Human Resources Principals
Research and investigate a new CCPS employee recognition program.	2022-2027	Human Resources Principals

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Encourage stakeholder engagement by maintaining strong partnerships with families, businesses, faith-based groups, and community organizations to provide a system of support for students and families.

Focus Area #1 of 3: Stakeholder Engagement

Utilize stakeholder focus groups (parents, administrators, teachers, business partners), to determine innovations to improve student success and develop the 2021 Charter System Renewal Application

Action Steps	Timeline	Responsibility
Receive information from stakeholders to determine innovative strategies and programs	2022-2027	Superintendent
Develop Charter System Renewal Application and submit to the state	2022-2027	Superintendent
Create a Charter System Video to inform stakeholders about new initiatives and programs	2022-2027	Superintendent
Update LSGT training modules and create videos	2022-2027	Superintendent

Utilize internal and external Superintendent's Focus Groups to encourage stakeholder engagement. External: ACE Team, Partnership Steering Committee, and From HERE to CAREER Academy BOD. Internal: Idea Exchange (TOTY) and Graduation Task Force.

Action Steps	Timeline	Responsibility
Develop meeting schedule to include in-person and virtual meetings	2022-2027	Superintendent
Identify stakeholders' areas of interest	2022-2027	Superintendent
Develop meeting content based on stakeholders' interest and district initiatives	2022-2027	Superintendent

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Launch the *CatoosaConnects* Initiative to unite schools, families, businesses, and the community

Action Steps	Timeline	Responsibility
Enhance video content on the system's YouTube Channel	2022-2027	CEO College & Career Academy Director of Technology
Create a Family-Engagement Guiding Coalition (teachers, parents, district leaders, and community partners)	2022-2027	School Improvement Director - Title I
Provide training for school partnership and parent engagement coordinators to understand developing successful partnerships to support student learning and families in need	2022-2027	School Improvement Director - Title I
Partner with the Chamber of Commerce and the Economic Development Authority to recruit partners for events to address skills students need to be successful in life Note: CEO chairs Chamber of Commerce Education Committee to help facilitate this goal	2022-2027	CEO College & Career Academy

Market the From HERE to CAREER Academy and High School Career Education programs to parents, students, business partners, and system employees

Action Steps	Timeline	Responsibility
Develop print and video Career Pathway information	2022-2025	CEO College & Career Academy & Principal CCA
Attend middle and high school registrations and parent information/advisement events	2022-2027	CEO College & Career Academy & Principal CCA
Launch "Get On The Bus With Us" tours for students, parents, partners, and community members	2024-2027	CEO College & Career Academy & Principal CCA

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Recruit new partners and strengthen existing partnerships to support career education, exposure, and experiences for students in grades K-12

Action Steps	Timeline	Responsibility
Identify careers to "spotlight" in each grade level	2023-2027	CEO College & Career Academy & Principal CCA
Recruit partners to provide career education	2023-2027	CEO College & Career Academy & Principal CCA
Develop a schedule for career days	2024-2027	CEO College & Career Academy & Principal CCA
Develop business partnerships for every pathway in the CCA to support programs and provide internships	2022-2024	CEO College & Career Academy & Principal CCA

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Research expanding the CatoosaU Technology Internship into additional careers

Action Steps	Timeline	Responsibility
Identify pathways where additional internships could be developed	2022-2027	CEO College & Career Academy & Principal CCA
Pilot internship opportunities	2022-2027	CEO College & Career Academy & Principal CCA

Research partnering with Mountain Education Charter High School to open a night school option for students at risk of becoming high school drop-outs

Action Steps	Timeline	Responsibility
Develop a focus group from the Graduation Task Force	2022-2027	CEO College & Career Academy & Principal CCA

Engage with Mountain Education Charter High School NOTE: Waiting outcome from 2022 General Assembly	2022-2027	CEO College & Career Academy & Principal CCA

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STRATEGIC OBJECTIVE #5 of 5:

Manage fiscal resources effectively & efficiently to achieve strategic plan objectives while being good stewards of taxpayer resources.

Focus Area #1 of 3: Accountability & Transparency

Streamline the training employees receive on the financial policies and procedures of the school system in order to maximize efficiency.

Action Steps	Timeline	Responsibility
Develop formalized training to strengthen the capacity/effectiveness of the school bookkeepers.	2022-2027 (3 times per year)	Director of Finance
Investigate ways to provide effective/efficient training of our financial processes/procedures for teachers and staff members.	2022-2027	Director of Finance
Develop a process to encourage synergy between the Finance Department and School Administration (specifically in regards to monitoring the budget at strategic points throughout the year).	2022-2027	Director of Finance
Provide annual MUNIS training on budget monitoring along with updated features associated with the new update.	2022-2027	Director of Finance Director of Technology

Investigate alternative purchasing methods.

Action Steps	Timeline	Responsibility
Investigate the feasibility of alternative purchasing options for the system/school level(s).	2022-2024	Director of Finance

Provide reports and updates in a timely manner to the appropriate stakeholders and employees.

Action Steps	Timeline	Responsibility
Display proposed budget on system website as well as in local publications.	2022-2027	Director of Finance Director of Technology
Display monthly financial reports on the system website as soon as they are approved by the B.O.E.	2022-2027	Director of Finance Director of Technology
Provide Directors with an expenditure analysis following completion of fiscal year end close.	2022-2027	Director of Finance

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Streamline the flow of information throughout the system and increase efficiency by transforming access to critical information to better serve stakeholders

Action Steps	Timeline	Responsibility
Continue the process of capturing student permanent record files and making those records available to necessary CCPS staff.	2022-2027	Director of Technology
Research and investigate a plan for the addition of a student comprehensive support portal software	2025-2027	Director of Technology
Increase the use of the Infinite Campus parent and student portal	2022-2027	Director of Technology
Continue to investigate and implement where appropriate the capturing of digital signatures for day to day business operations educational records	2022-2027	Director of Technology

Evaluate processes and procedures and develop plans to improve efficiency, streamline processes and enhance training opportunities for staff.

Action Steps	Timeline	Responsibility
Develop a plan to enhance school system communication options beyond the school website presence	2022-2024	Director of Technology
Develop an implementation plan for a cloud based record maintenance software which will include the purchase of the platform and data integration services	2022-2027	Director of Technology
Continue to implement Google Suite products (including Meets) to enhance student instruction and parent communication and collaboration	2022-2023	Director of Technology

Provide a sustainable infrastructure and resources to support technology by increasing network capacity, updating hardware & software, ensuring data and network security and provide technology training and support for Let's Get connectED 1:1 initiative

Action Steps	Timeline	Responsibility
Continue to upgrade the network infrastructure for redundancy, capacity, and efficiency in order to prepare for increased bandwidth demands	2022-2024	Director of Technology

Implement additional Cybersecurity practices to ensure the safety and security of the CCPS network and its data	2022-2023	Director of Technology
Upgrade the wireless capacity at each school campus.	2022-2024	Director of Technology
Implement a plan for the distribution and maintenance of the Let's Get CONNECTed Classroom software/hardware refresh	2022-2023	Director of Technology
Maintain the Technology Cohort Groups to provide training and support for the integration of technology instruction.	2022-2027	Director of Technology
Research and investigate additional technology support avenues for parents, students and staff	2025-2027	Director of Technology

Targeted Subgroups: (if any)

✓ If Targeted	Subgroup	Additional Information
✓	Economically Disadvantaged	All subgroups will be monitored for achievement gains.
✓	English Learners	All subgroups will be monitored for achievement gains.
✓	Race/Ethnicity/ Minority	All subgroups will be monitored for achievement gains.
✓	Students with Disabilities	All subgroups will be monitored for achievement gains.

✓	Foster and Homeless	All subgroups will be monitored for achievement gains.
✓	Migrant	All subgroups will be monitored for achievement gains.

Develop short-term and long-term plans for facility and infrastructure upgrades to support academic programs, school attendance zones, and student enrollment growth

Action Steps	Timeline	Responsibility
Perform monthly building and custodial audits to determine areas of need in each school.	2022-2027	Director of Operations
Maintain a five year facility plan and plan for DOE facility visit in 2023.	2023-2027	Director of Operations
Review facility needs with principals annually.	2022-2027	Director of Operations
Continue to develop plans, as necessary, to eliminate overcrowding or underutilization.	2022-2027	Director of Operations
Periodically conduct a campus traffic flow safety review at each school to identify and address areas of concern	2022-2027	Director of Transportation Director of Operations

Evaluate cleaning protocols and audit procedures to maintain clean and healthy schools and buildings.

Action Steps	Timeline	Responsibility
Use data from monthly building and custodial audits to determine areas of need in each school.	2022-2027	Director of Operations
Use audit results to develop a plan of action and provide training if necessary.	2022-2027	Director of Operations
Review audit results and action plans with each principal.	2022-2027	Director of Operations
Collaborate with the head nurse about any areas of need to help reduce any health related issues.	2022-2027	Director of Operations

Develop a 5-year capital improvement plan to address the internal and external infrastructure needs of the system's schools and buildings. Included but not limited to roofs, electoral, plumbing, HVAC, painting, flooring, paving and lighting.

Action Steps	Timeline	Responsibility
Utilize the state facilities planning tool in conjunction with school administrators, state facility advisor, and system architect to evaluate and plan for capital improvement projects.	2022-2027	Director of Operations

Oversee the construction and completion, if possible, of the three major ESPOLST VI projects which includes a college and career academy, a theater at Lakeview Fort Oglethorpe High School, and a classroom addition at Boynton Elementary.	2022-2027	Director of Operations
Develop a data sheet for every school on the condition of the roof, age and a timeline for possible replacement.	2024-2027	Director of Operations
Continue to coordinate with the state facility advisor to identify state funding for projects to maximize ESPLOST revenue for internal and external infrastructure maintenance and improvement.	2022-2027	Director of Operations

Targeted Subgroups: (if any)

✓ If Targeted	Subgroup	Additional Information
✓	Economically Disadvantaged	All subgroups will be monitored for achievement gains.
✓	English Learners	All subgroups will be monitored for achievement gains.
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✓	Students with Disabilities	All subgroups will be monitored for achievement gains.
✓	Foster and Homeless	All subgroups will be monitored for achievement gains.
✓	Migrant	All subgroups will be monitored for achievement gains.

STRATEGIC OBJECTIVE #1 of 5: (Melissa, Gina, Becky, Lisa, Steve, and Marissa)

2022-2023

CATOOSA COUNTY PUBLIC SCHOOLS

YEAR-1
PROGRESS REPORT

Every Child, Every Day, Without Exception

Catoosa County
A GEORGIA CHARTER SYSTEM
Public Schools

ACCREDITED
cognia
NCA CASI | NWAC | SACS CASI

2022
GSBA
Georgia School Boards Association
Exemplary
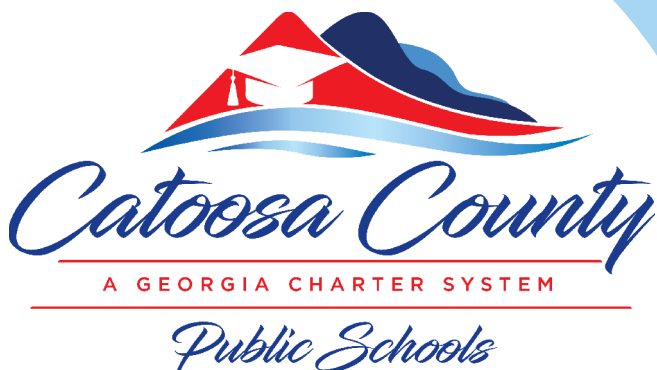
FROM THE SUPERINTENDENT

As we come to the end of this first year in the CCPS strategic plan, and my first year serving as the Superintendent, I am overwhelmed with pride by what has been achieved in only 12 months. As I review the milestones we have met and the progress we have made, I think the common theme I see woven throughout every accomplishment is what makes me the most proud: A collaborative spirit from this entire community to do what's best for our kids no matter what.

I have observed our elementary school educators and literacy team meet the critical dilemma of early reading proficiency head-on. They have devoted countless hours to complete coursework in LETRS , and they have worked together to develop an extraordinary plan to meet every child where they are and move each one toward reading on grade level through individualized reading profiles.

I have watched as secondary educators have collaborated to create intricate and detailed data walls to track student progress in real time and monitor individual student needs on a weekly basis. The information gleaned from these walls is paired with critical meetings (often before school even begins), where these same educators are working diligently to connect students with support systems within our schools and through local outside partnerships to keep them on track to graduate.

I have been privileged to witness the incredible support for our school system from this community. In a time where there are varying perspectives on almost every issue and much of what you hear in the news is negative, I cannot emphasize enough that what I have experienced here in Catoosa County is something special. From building a state-of-the-art College and Career Academy to committing to have a dedicated SRO in every elementary school to figuring out the best way to teach students employability and durability skills, I have watched this community work together to meet every challenge. I have personally seen parents, business owners, legislators and local government officials, community groups, faith-based groups, law enforcement agencies, and many other critical stakeholders collaborate on endless issues to ultimately all agree on an action plan in the end: All because our entire community is focused on doing what is best for our kids no matter what.

This one year progress report is a small glimpse of the evidence you will find when a collaborative spirit to do what's best for kids is at the heart of every action taken and every dollar spent. I hope you enjoy looking through these accomplishments as much as I have enjoyed watching them unfold. I can't wait to get started on Year 2 as we continue working together to accomplish more goals that will benefit the next generation of Catoosa County.

Chance Nix
CCPS Superintendent

VISION

Catoosa County Public Schools will prepare every child to reach their full potential, so they graduate prepared to be good citizens and leaders of the future.

MISSION

Catoosa County Public Schools is a student-focused learning community, where excellence is expected from staff and students, every day, without exception.

VALUE PROMISE

Every Child, Every Day, Without Exception.

TABLE OF CONTENTS

CCPS BOARD OF EDUCATION

Mr. Don Dycus (Chairman), District 3
Mr. David Moeller (Vice Chair), District 4
Mrs. Gloria Hunt, District 1
Mrs. Suzan Gibson, At Large
Mr. Jerry Jeffers, District 2

Catoosa County Public Schools
Our Vision is CLEAR

In Pursuit of *Excellence*
for Every Child, Every Day, Without Exception

Primary CCPS Strategic Goals

- Maximize academic achievement so every student graduates prepared for college or a career.
- Create and maintain school cultures and facilities that are safe, orderly, and nurturing to support teaching and learning.
- Recruit, develop, retain, and reward a premiere workforce.
- Encourage stakeholder engagement by maintaining strong partnerships with families, businesses, and community organizations to provide a system of support for students and families.
- Manage fiscal resources effectively and efficiently to achieve strategic plan objectives while being good stewards of taxpayer resources.

... Every Child, Every Day, Without Exception

Catoosa County
A GEORGIA CHARTER SYSTEM
Public Schools

Community- Inspired
2022- 2027 Strategic Plan
Developed by the Catoosa County Board of Education

Maximize Academic Achievement

1. Improve academic achievement in ELA
2. Improve academic achievement in Math
3. Improve academic achievement in K-12 virtual school
4. Professional Learning Communities at Work implementation
5. Response to Intervention at Work Implementation
6. Strengthen instructional strategies for differentiation and engagement
7. Increase Rigor in all content areas
8. Strengthen alignment of College & Career Readiness K-12
9. Expand career preparation opportunities
10. Continue accreditation with Cognia as part of continuous improvement process focused on maintaining supports for students to be college and career ready
11. Strengthen alignment of PL support for areas identified in the Strategic Plan
12. Support the integration of technology into instruction

Recruit & Retain a Premiere Workforce

1. Leadership Development and Succession Planning
2. Provide school leadership and organizational leadership training and support for principals, assistant principals, and potential teacher leaders
3. Retention/Recruitment
4. Reward/Recognition

Maintain Fiscal Responsibility & Good Stewardship

1. Streamline the training employees receive on the financial policies and procedures
2. Investigate alternative purchasing methods.
3. Provide reports and updates in a timely manner to the appropriate stakeholders and employees
4. Streamline the flow of information throughout the system and increase efficiency by transforming access to critical information to better serve stakeholders
5. Evaluate processes and procedures and develop plans to improve efficiency, streamline processes and enhance training opportunities for staff
6. Provide a sustainable infrastructure and resources to support technology by increasing network capacity, updating hardware & software, ensuring data and network security and provide technology training
7. Develop short-term and long-term plans for facility and infrastructure upgrades to support academic programs, school attendance zones, and student enrollment growth
8. Evaluate cleaning protocols and audit procedures to maintain clean and healthy schools and buildings
9. Develop a 5-year capital improvement plan to address the internal and external infrastructure needs of the system's schools and buildings

Create a Safe, Orderly, & Nurturing School Environment

1. Streamline the training employees receive on the financial policies and procedures of the school system in order to maximize efficiency
2. Investigate alternative purchasing methods
3. Provide reports and updates in a timely manner to the appropriate stakeholders and employees
4. Streamline the flow of information throughout the system and increase efficiency by transforming access to critical information to better serve stakeholders
5. Evaluate processes and procedures and develop plans to improve efficiency, streamline processes and enhance training opportunities for staff
6. Provide a sustainable infrastructure and resources to support technology by increasing network capacity, updating hardware & software, ensuring data and network security and provide technology training and support for Let's Get ConnectED 1:1 initiative
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Encourage Stakeholder Engagement

1. Utilize stakeholder focus groups (parents, administrators, teachers, business partners), to determine innovations to improve student success
2. Utilize internal and external Superintendent's Focus Groups to encourage stakeholder engagement
3. Launch the CatoosaConnects Initiative to unite schools, families, businesses, and the community
4. Market the From HERE to CAREER Academy and High School Career Education programs to parents, students, business partners, and system employees
5. Recruit new partners and strengthen existing partnerships to support career education, exposure, and experiences for students in grades K-12
6. Research expanding the CatoosaU Technology Internship into additional careers
7. Research partnering with Mountain Education Charter High School to open a night school option for students at risk of becoming high school drop-outs
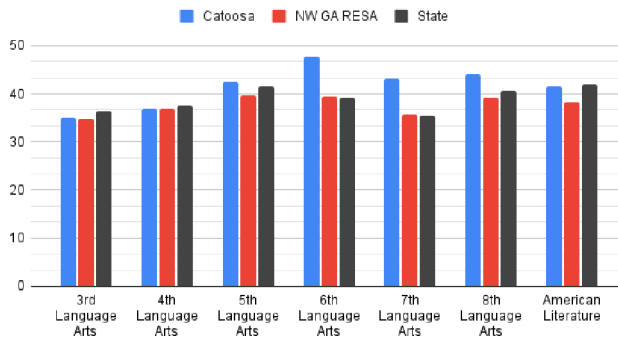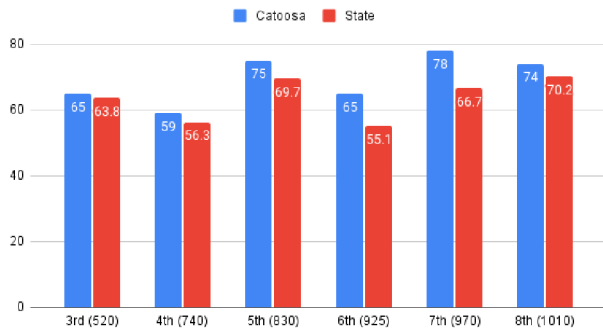
Catoosa County
A GEORGIA CHARTER SYSTEM
Public Schools

1 MAXIMIZE ACADEMIC ACHIEVEMENT

Maximize academic achievement so every student graduates prepared for college or a career.

English Language Arts (2022 GA Milestones)

Legend: Catoosa ■ NW GA RESA ■ State ■

(Bar chart showing percentages for 3rd Language Arts, 4th Language Arts, 5th Language Arts, 6th Language Arts, 7th Language Arts, 8th Language Arts, American Literature)

% At/Above Grade Level for Reading (Lexile)

Legend: Catoosa ■ State ■

Grade	Catoosa	State
3rd (520)	65	63.8
4th (740)	59	56.3
5th (830)	75	69.7
6th (925)	65	55.1
7th (970)	78	66.7
8th (1010)	74	70.2

K-5 LETRS

Starting in the Fall of 2021, Catoosa County Public Schools began training elementary educators in LETRS (Language Essentials for Teachers of Reading and Spelling) professional learning to advance their knowledge and skills in the science of reading. LETRS provides detailed instruction for educators on understanding the what, why, and how of scientifically based reading instruction.

Early reading data analysis for CCPS students identified this as a priority area for professional development in our district. We continue to work toward growth in this area. 3rd grade reading proficiency is a crucial indicator for student success.

SECONDARY DATA WALLS

Data walls were implemented at all 3 high schools and are in the process of being implemented in middle schools. These walls are used by teachers to monitor student progress, link students to available support systems as needed, and keep all students on track to graduate in 4 years.

Graduation rate data analysis illustrates that 2022 was the second highest in district history.

CCPS 4-Year Graduation Rate 2011-2022

Year	Rate
2011	76.40
2012	79.60
2013	78.90
2014	80.40
2015	84.95
2016	85.47
2017	85.27
2018	87.83
2019	87.42
2020	89.61
2021	88.20
2022	89.46

Catoosa County
A Georgia Charter System
Public Schools
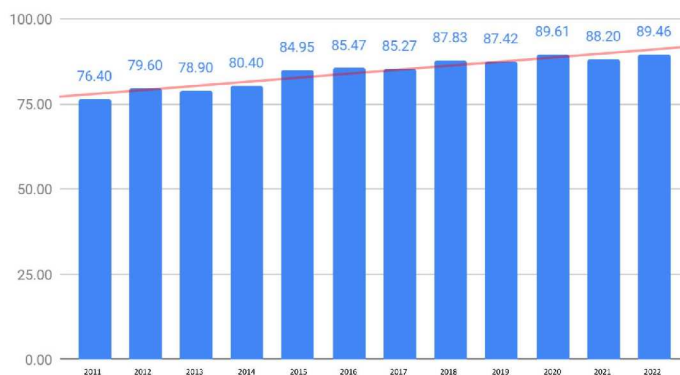
HIGH FREQUENCY WORDS LISTS K-2

The CCPS literacy task force developed a high frequency word list for grades K-2. These lists are based on the phonics skills from LETRS and reviewing the Dolch and Fry lists.

READING PROFILES FOR ALL K-5 STUDENTS

The CCPS literacy task force also developed a comprehensive reading profile to be completed for every elementary student. This profile follows the student and is updated frequently. It provides teachers with a seamless roadmap to address skills based on individual student needs.

DISTRICT WIDE PLC MEETINGS AND COMMON LEARNING TARGETS FOR MATH

K-12 teachers throughout the district met with other grade level/content teams for district PLC meetings at least twice during the 2022-2023 school year. These district level PLC meetings were focused on aligning curriculum maps, sharing teaching strategies, and developing common assessments, all while strenghtening relationships between faculty members in different schools.

K-12 math teachers also developed common learning targets for the new math standards which will be implemented in the 2022-2023 school year.

> "
> *Kagan training provided good information that I can use immediately in my classes to promote active learning and engagement, and increase achievement.*
>
> *-Emily Davis 5th Grade Teacher at BES*
> "

KAGAN STRATEGIES

Teachers requested more professional development involving engagement strategies for students, and the district provided opportunities to participate in Kagan training throughout the year.

2 MAINTAIN SAFE, ORDERLY & NURTURING SCHOOLS

Create and maintain school cultures and facilities that are safe, orderly, and nurturing to support teaching and learning.

SAFETY IS OUR #1 PRIORITY

Sielox Class — Crisis Lockdown Alert Status System

Classrooms and teachers are equipeed with a mobile panic alert system that allows for real time communication with 911.

CCPS Partnered with the Catoosa County Sherriff's Office to ensure that every building (including elementary schools) has a dedicated SRO.

SALTO inspired access

In addition to secure visitor check-in systems, CCPS entrances and exits are equipped with electronically secured doors and secruity shield glass.
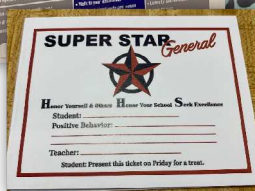
> " *Having an SRO in every elementary school is so important. As a parent, safety is number one and it makes me feel more comfortable knowing they are constantly at the school. I love that SROs are present and communicate positively with students from a young age.*
>
> *- Bridgett Elliot, TCE Parent* "

PBIS SCHOOL SYSTEM
Positive Behavioral Interventions and Supports

WHAT IS PBIS?

— Foundational PBIS Practices —

- A shared vision for a positive school culture
- PBIS leadership teams who meet to disaggregate student discipline data and determine steps for improved outcomes
- Active engagement of families in school life
- A supportive and involved school administration
- Check-In, Check-Out systems for adult mentorship when students need additional behavioral support (Tier 2)
- Ongoing use of data for decision making and best practices

# of PBIS Tier 1 Schools	# of PBIS Tier 2 Schools
7	9

GA DOE 5 STAR CLIMATE RATING
For All Catoosa County Public Schools

★★★★★

Evidence of Progress

SCHOOL NURSES

# of School Nurses in CCPS (Funded Locally)	# of Quarterly Visits to Nurse (Oct.- Dec.)
20.5	42,151

CHILD NUTRITION

of Meals Served this School Year

1.6 MILLION

All 17 Catoosa County Public Schools Earned an A+ rating for health inspections in the FY23 year.

CYBERSECURITY SAFETY ACTION STEPS

2 Factor password authentication implemented to all staff in FY23 and system Finance staff were trained on passphrase passwording to elevate password security.	KnowBe4 Cybersecurity training implemented FY23 - all staff completed email phishing training.	Sophos Antivirus software for CCPS internet connected devices to provide protection against malware and other harmful or malicious software.	Go Guardian Teacher was renewed to allow teachers to monitor students' chromebook screens and add an additional layer of security.

Total CCPS Bus Fleet	New Buses Purchased with ESPLOST in FY23	Approximate CCPS Sq. Footage Maintained	Wireless Access Points Updated/Ordered
125	27	2,000,000	900+

Catoosa County
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Public Schools

3 RECRUIT & RETAIN A PREMIERE WORKFORCE

Recruit, develop, retain, and reward a premiere workforce.

RETENTION AND RECRUITMENT

Catoosa County Public Schools held the first-ever substitute career fair in December of 2022. In-house training was provided and over 52 people attended this training. As a result, this has led to additional substitutes for the entire school district.

HR has joined Handshake to create a partnership with local colleges and universities. CCPS will also hold its first ever Catoosa School Tours as upcoming spring graduates will visit our schools via school bus and get a first-hand look at our buildings. They will be able to observe the PLC process in action with teachers and tour our facilities. In addition, HR has teamed up with OSI to attend several different college Career Fairs to broaden the recruitment process.

CCPS SUB FAIR

- 33 New Substitute Teachers Secured for Schools
- The district funded the cost of each sub's background checks ($51.50) and substitute teacher training ($50) for participants

EVIDENCE OF PROGRESS

NEW TEACHER SUPPORT SYSTEMS

New to CCPS teachers participated in a full day of training at the beginning of the school year, the instructional fair in August, and attended new monthly sessions at each school where they learned important instructional strategies to help with classroom managment, organization, and relationship building.

% of New to Position Leaders

62%

of New Teachers in 22-23

111

NEW LEADERS

CCPS had a significant turnover in school and district leadership this year. Out of 63 school level (principals and assistant principals) and district leaders, 39 have been in their current leadership position for 2 years or less.

EMPLOYEE PULSE CHECKS

Pulse Checks were sent out to all of the schools in the district to gain feedback and give all teachers and staff a voice in regard to their school and the system. The responses were overwhelmingly very positive, and included praise for raises, incentives, LETRS training, data rooms, clean facilities, safety and reading Interventionists.

Also, based on the feedback and suggestions made, Central Office Directors and the Superintendent created a Pulse Check Action Plan to address areas of need, which included the need for substitute teachers across the district.

Human Resources: Leadership Development and Training

STRATEGIC PLAN PERFORMANCE REPORT 2023
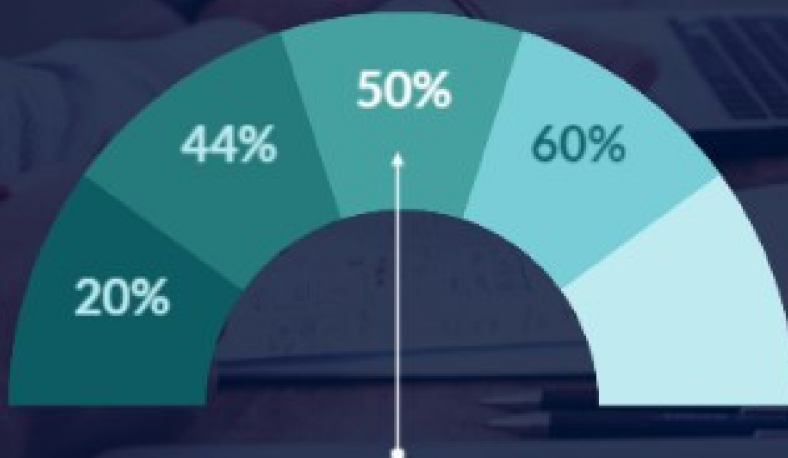
20% of the current CCPS APs were hired before the inception of our Aspiring Leaders Academy.

In 2022, 44% of our current APs were enrolled in the Aspiring Leaders Academy.

Our Aspiring Leaders Academy currently has 50% of the district's APs enrolled. (2022-2023)

60% of CCPS APs are projected to be enrolled in the Aspiring Leaders Academy in 2023-24.

20% 44% 50% 60%

4 ENCOURAGE STAKEHOLDER ENGAGEMENT

Encourage stakeholder engagement by maintaining strong partnerships with families, businesses, and community organizations to provide a system of support for students and families.

STRONG EMPHASIS ON STAKEHOLDER FEEDBACK

Catoosa County Public Schools places a strong emphasis on stakeholder feedback from a variety of community, legislative, and school-based groups. Superintendent Nix met with many stakeholder panels throughout the past year to receive valuable feedback which is critical when making decisions regarding the district's future.

Catoosa Retired educators

Student advisory council

CCA Board of Directors

ACE Team

TEACHER OF THE YEAR PANEL

COMMUNUNICATION IS KEY

Google Meets Between Staff and Stakeholders

300 PER WEEK

Active Parent Portal Accounts

7,231

Remind Messages in the Last Year

6,337,905

EVIDENCE OF PROGRESS

COLLEGE AND CAREER ACADEMY- OPENING FALL 2023!

Career Pathways To Be Offered at the CCA

9 +DUAL ENROLLMENT

CCPS Students Participating in Work-Based Learning

200+

CCPS will open the College and Career Academy this fall. This incredible opportunity for Catoosa County students would not be possible without the support and partnership of many local businesses and individuals in our community.

Reality U

Communities in Schools

COMMUNITY ENGAGEMENT

— Working Together For Our Kids —
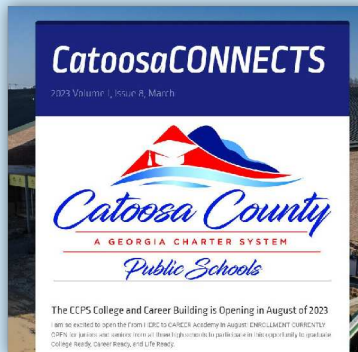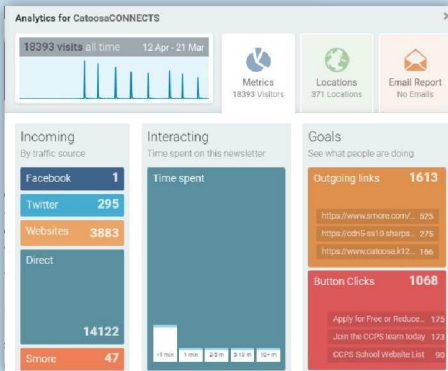
CatoosaCONNECTS

Catoosa Connects Newsletter

Updated Website and Twitter Account

REACH SCHOLARSHIP PARTNERSHIPS

Five additional students were recognized this year through the REACH scholarship program. This scholarship is funded through community partnerships and the REACH scholars receive a minimum of $10,000 per year to a Georgia college of their choice.

Catoosa County A GEORGIA CHARTER SYSTEM *Public Schools*

5 MAINTAIN FISCAL RESPONSIBILITY

Manage fiscal resources effectively and efficiently to achieve strategic plan objectives while being good stewards of taxpayer resources

GA School System Enrollment Rank	CCPS FY22 Per Pupil Spending	Catoosa County's Largest Employer
41ST LARGEST	**$12,443**	**1850+**

LFO ATHLETIC FACILITY UPDATES

TIGER CREEK AUDITORIUM REFURBISHMENT

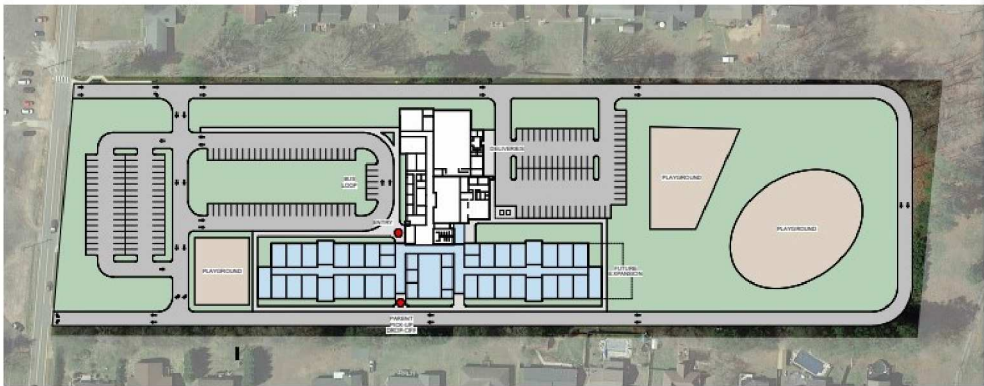**CATOOSA COUNTY COLLEGE AND CAREER ACADEMY**
Opens Fall 2023

ESPLOST VI

— Your Tax Pennies at Work for CCPS Students —

BOYNTON ELEMENTARY EXPANSION AND REFURBISHMENT (construction begins 2023)

LFO THEATER (opens Winter 2023)

DH&W

Catoosa County Public Schools
Boynton Elementary

Phase 2 Site Plan, 1" = 40'-0"
February 8, 2021

14

Evidence of Progress

"
The monthly meetings with the Director of Finance, administration, and myself have been SO helpful. It helps us all make sure that we are aware of the current budget amounts and gives time to ask questions to make sure that all funds are being used correctly and efficiently. As in all aspects of life communication is key, and though it may seem small, these meetings provide the perfect setting for communication.
- Libby Kennedy, HMS Bookkeeper
"

LETS GET CONNECTED CLASSROOM REFRESH

CCPS invested in updated devices for students, classrooms, and teachers. The following technoogy was purchased for classrooms throughout the district:

- 1,144   iPads for PreK and Kindergarten
- 11,207   Chromebooks for 1st - 12th grades
- 48   Adaptive Accessibility iPads
- 94   Ad. Acc. Touchscreen Chromebooks
- 722   Student Desktops
- 1,107   Teacher Laptops
- 195   Parapro Laptops

FINANCIAL ACCOMPLISHMENTS

EARNED LOW RISK AUDIT STATUS

The Catoosa County Board of Education was issued a clean audit report of the school system's financial statements for Fiscal Year 2021 by the Georgia Department of Audits and Accounts and maintained its "low risk" status.
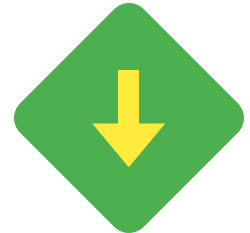
IMPLEMENTED MONTHLY BUDGET TALKS

Implemented monthly Budget Talks between County Office Finance Personnel and School Administration to discuss budget statuses, troubleshoot issues, and increase financial acumen.

BEGAN "HERE'S THE WHY" FINANCIAL EDUCATION MESSAGES

In an effort to support school financial personnel and administration we started the "Here's the Why!?" system financial education series to spread the message of "why" we follow the financial procedures that affect us daily.

inancial
Procedures –
Why!?
2022 - 2023
Requisitions/Purchase Orders
*Why is my bookkeeper making me do*
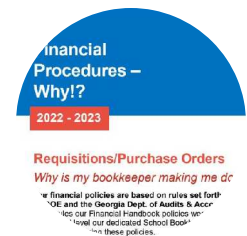
PROVIDED QUARTERLY TRAINING FOR SCHOOL BOOKKEEPERS

Developed formalized quarterly training for school bookkeepers to develop new tools and support new initiatives. These sessions include presentations by County Office Financial Staff, guided procedure demonstrations, open discussion sessions, and financial foundational training for new bookkeepers.

Catoosa County
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Public Schools

2022 FINAL GA MILESTONES RESULTS

Grade Level/Subject	State % Proficient	District % Proficient	Difference from State
3rd English Language Arts	36%	35%	-1 %
3rd Mathematics	43%	42%	-1%
4th English Language Arts	38%	37%	-1%
4th Mathematics	44%	42%	-2%
5th English Language Arts	41%	42%	+1%
5th Mathematics	37%	36%	-1%
5th Grade Science	39%	35%	-4%
6th English Language Arts	39%	48%	+9%
6th Mathematics	31%	44%	+13%
7th English Language Arts	36%	43%	+7%
7th Mathematics	35%	49%	+14%
8th English Language Arts	41%	44%	+3%
8th Mathematics	36%	50%	+14%
8th Science	29%	49%	+20%
8th Social Studies	38%	42%	+4%
American LIterature	42%	41%	Even
Algebra I	38%	41%	+3%
Biology	46%	59%	+13%
U.S. History	39%	48%	+9%
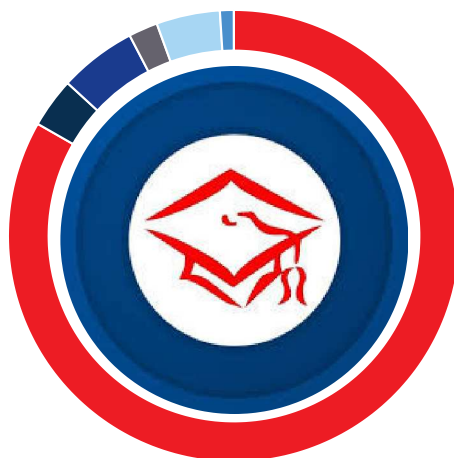
Legend:
- Caucasian
- African American
- Hispanic
- Asian
- Multi-Racial
- Other

DEMOGRAPHICS

TOTAL STUDENT ENROLLMENT
10,354

STUDENTS WITH DISABILITIES
17.5%

GIFTED LEARNERS
15.7%

ENGLISH LANGUAGE LEARNERS
2.4%

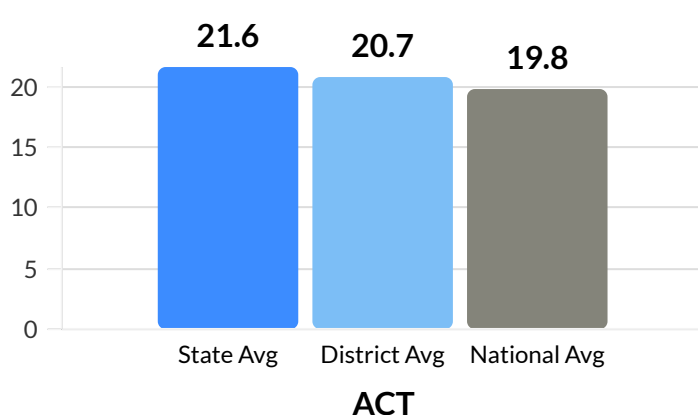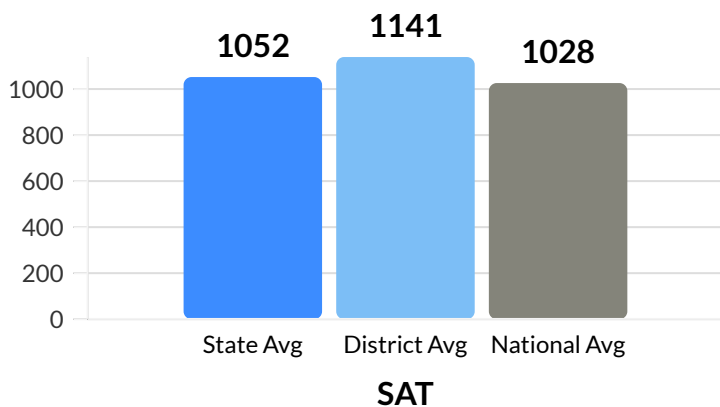**ECONOMICALLY DISADVANTAGED**
24.1%

SAT
- State Avg: 1052
- District Avg: 1141
- National Avg: 1028

ACT
- State Avg: 21.6
- District Avg: 20.7
- National Avg: 19.8

EVERY CHILD, EVERY DAY, WITHOUT EXCEPTION

ELEMENTARY SCHOOLS

Battlefield Elementary
2206 Battlefield Pkwy
Fort Oglethorpe, GA 30742
706-866-9183

Battlefield Primary
2204 Battlefield Pkwy
Fort Oglethorpe, GA 30742
706-861-5778

Boynton Elementary
3938 Boynton Drive
Ringgold, GA 30736
706-861-1521

Cloud Springs Elementary
163 Fernwood Drive
Rossville, GA 30741
706-866-6640

Graysville Elementary
944 Graysville Road
Ringgold, GA 30736
706-937-3147

Ringgold Elementary
322 Evitt Lane
Ringgold, GA 30736
706-935-2912

Ringgold Primary
340 Evitt Lane
Ringgold, GA 30736
706-937-5737

Tiger Creek Elementary
134 Rhea McClanahan Drive
Tunnel Hill, GA 30755
706-935-9890

West Side Elementary
72 Braves Lane
Rossville, GA 30741
706-866-9211

Woodstation Elementary
3404 Colbert Hollow Road
Rock Spring, GA 30739
706-935-6700

MIDDLE SCHOOLS

Heritage Middle
4005 Poplar Springs Road
Ringgold, GA 30736
706-935-3568

Lakeview Middle
416 Cross Street
Rossville, GA 30741
706-866-1040

Ringgold Middle
217 Tiger Trail
Ringgold, GA 830736
706-935-3381

HIGH SCHOOLS

Heritage High
3960 Poplar Springs Road
Ringgold, GA 30736
706-937-6464

Lakeview-Fort Oglethorpe High
1850 Battlefield Pkwy
Fort Oglethorpe, GA 30742
706-866-0342

Ringgold High
29 Tiger Trail
Ringgold, GA 30736
706-935-2254

Performance Learning Center
2 Barnhardt Circle
Fort Oglethorpe, GA 30742
706-861-2772

Catoosa Online Academy
307 Cleveland Street
Ringgold, GA 30736
706-935-0675

Catoosa County Schools
Strategic Plan 2022-2027
Balanced Scorecard

Strategic Objective 1:

Maximize academic achievement so every student graduates prepared for college or a career

*2021-2022 data establishes a new, post-pandemic baseline for content mastery.

Indicator	2022 Baseline	Improv. Target Content Mastery 100- BL x .03/ Other Targets= 3% growth or reduction	2023		2024		2025		2026		2027		Indicator
			Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	Source
% Proficient in Literacy at Elementary Level	47.11%	1.59%	48.70%		50.29%		51.88%		53.47%		55.06%		CCRPI: System Readiness Literacy
% Proficient in Literacy at Middle School Level	61.17%	1.16%	62.33%		63.49%		64.65%		65.81%		66.97%		CCRPI: System Readiness Literacy
% Proficient in Literacy at High School Level	55.16%	1.35%	56.51%		57.86%		59.21%		60.56%		61.91%		CCRPI: System Readiness Literacy
% Scoring at Proficient or Distinguished Level in ELA at Elementary Level	38.55%	1.84%	40.39%		42.23%		44.07%		45.91%		47.75%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in ELA at Middle School Level	45.98%	1.62%	47.60%		49.22%		50.84%		52.46%		54.08%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in ELA at High School Level	42.45%	1.73%	44.18%		45.91%		47.64%		49.37%		51.10%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in Math at Elementary Level	40.13%	1.80%	41.93%		43.73%		45.53%		47.33%		49.13%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in Math at Middle School Level	48.53%	1.54%	50.07%		51.61%		53.15%		54.69%		56.23%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in Math at High School Level	43.19%	1.70%	44.89%		46.59%		48.29%		49.99%		51.69%		CCRPI: System Content Mastery
% of CCPS Grade Level/Subjects At or Above the State % of Level 3 & 4	68.00%	0.96%	68.96%		69.92%		70.88%		71.84%		72.80%		CCRPI Score (Elem., Middle, High)
% Scoring at Beginning Learning Level in ELA													CCRPI: System Content Mastery

Indicator											Category
at Elementary Level	26.31%	0.67%	25.64%		24.97%		24.30%	23.63%	22.96%		
% Scoring at Beginning Learning Level in ELA at Middle School Level	20.68%	0.62%	20.06%		19.44%		18.82%	18.20%	17.58%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in ELA at High School Level	20.45%	0.61%	19.84%		19.23%		18.62%	18.01%	17.40%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in Math at Elementary Level	22.17%	0.67%	21.50%		20.83%		20.16%	19.49%	18.82%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in Math at Middle School Level	16.76%	0.50%	16.26%		15.76%		15.26%	14.76%	14.26%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in Math at High School Level	24.21%	0.72%	23.49%		22.77%		22.05%	21.33%	20.61%		CCRPI: System Content Mastery
% of 12th Grade Students Earning Accelerated Enrollment via Dual Enrollment or Advanced Placement	42.68%	1.28%	43.96%		45.24%		46.52%	47.80%	49.08%		CCRPI: System Readiness Unbenchmarked Rate
*% Scoring at Distinguished Learning Level in ELA at Elementary Level	8.54%	0.26%	8.80%		9.06%		9.32%	9.58%	9.84%		CCRPI: System Content Mastery
% Scoring at Distinguished Learning Level in ELA at Middle School Level	8.68%	0.26%	8.94%		9.20%		9.46%	9.72%	9.98%		CCRPI: System Content Mastery
*% Scoring at Distinguished Learning Level in ELA at High School Level	3.33%	*0.26%	3.59%		3.85%		4.11%	4.37%	4.63%		CCRPI: System Content Mastery
*% Scoring at Distinguished Learning Level in Math at Elementary Level	9.51%	0.29%	9.80%		10.09%		10.38%	10.67%	10.96%		CCRPI: System Content Mastery
*% Scoring atDistinguished Learning Level in Math at Middle School Level	15.84%	0.47%	16.31%		16.78%		17.25%	17.72%	18.19%		CCRPI: System Content Mastery
% Scoring at Distinguished Learning Level in Math at High School Level	10.71%	0.32%	11.03%		11.35%		11.67%	11.99%	12.31%		CCRPI: System Content Mastery
% of High School Seniors Completing a Pathway	76.49%	0.71%	77.20%		77.91%		78.62%	79.33%	80.04%		CCRPI: System Readiness

% of Students Meeting the College and Career Readiness Benchmarks	N/A for 2022	BL will be 2023											CCRPI: System Readiness
% of Students Graduating within 4 Years	89.46%	0.32%	89.78%		90.10%		90.42%		90.74%		91.06%		Graduation Rate: CCRPI or State Report

*Match elementary/middle goals