


Catoosa County Public Schools *Our Vision is* **CLEAR**

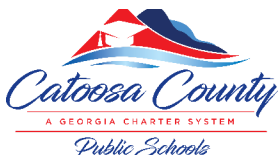


In Pursuit of *Excellence*
for Every Child, Every Day, Without Exception

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



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

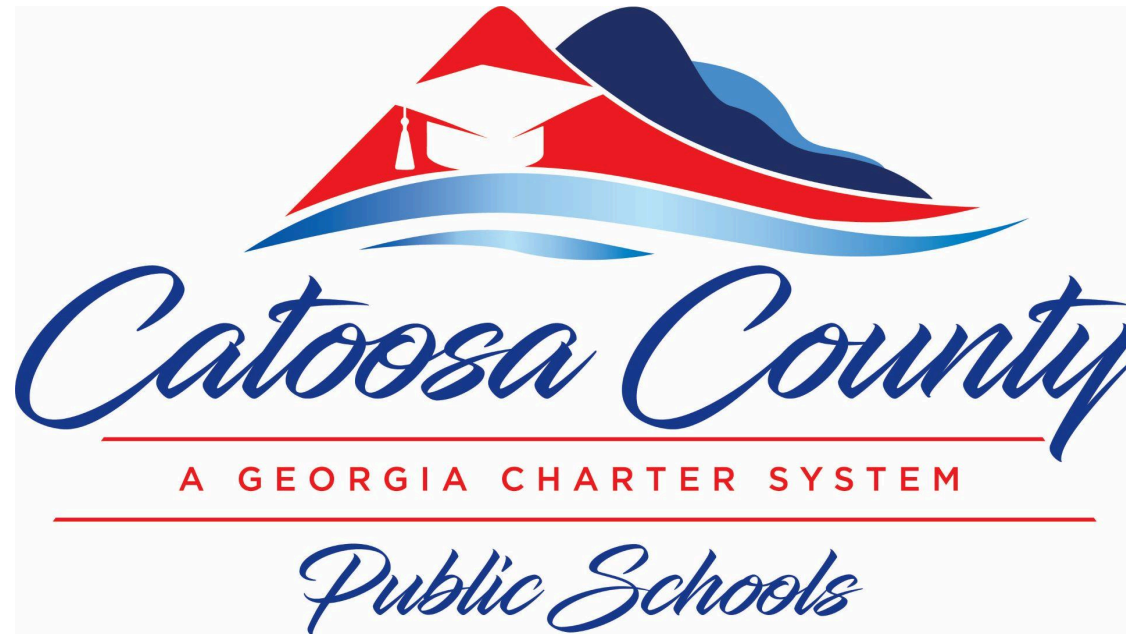
Create a Safe, Orderly, & Nurturing School Environment

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, electrical, 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

Catoosa County Schools



Every child, every day, without exception!

Strategic Plan
2022-2027

STRATEGIC OBJECTIVE #1 of 5:

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/Evidence	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 LETRS Training for all K-5 teachers	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/Evidence	Responsibility
Provide professional learning focused on research-based practices for math instruction	<p>2022-2027 Identified District Math Essential Standards K-12</p> <p>Developed District Pacing Guides to Match State Assessment Blueprints</p> <p>Created District Math Learning Targets K-12</p> <p>Districtwide Math PL on Assessment Creation, DOK Levels, Good Questioning</p> <p>Created District Unit Common Assessments K-8 and Algebra 1, Building Level for 9-12</p>	<p>School Improvement Director School Improvement Specialists Professional Learning Coordinator</p>
Review and identify district essential standards based on state-level curriculum changes	<p>2022-2025 Identified District Essentials for Math in 2022-2023</p>	<p>School Improvement Director School Improvement Specialists</p>

Facilitate K-12 vertical alignment	2024-2024 Vertical Alignment Discussions/Common Pacing for Math Teams	School Improvement Director School Improvement Specialists
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Improve academic achievement in K-12 virtual school

Action Steps	Timeline/Evidence	Responsibility
Investigate the effectiveness of the current instructional platform(s)	2022-2024 Monitoring and Risk Assessment, Oct 6, 2023	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)

✓ 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.

Focus Area #2 of 4: Academic Progress & Closing Achievement Gap

Professional Learning Communities at Work implementation

Action Steps	Timeline/Evidence	Responsibility
Explore and support PLC at Work practices in singletons and non-academic content areas	2023-2026 Districtwide PLC meetings	School Improvement Director School Improvement Specialists

	(in-person and through Google Meets) scheduled throughout the year for all PLCS, including singletons and non-academic content areas District PLC Google Drives created for every subject/grade to facilitate the sharing of ideas and resources in 2022-2023	
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
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Response to Intervention at Work Implementation

Action Steps	Timeline/Evidence	Responsibility
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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/Evidence	Responsibility
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Investigate and implement research-based strategies to promote student engagement	<p>2022-2027 Facilitated Kagan Learning Opportunities to All Schools. Districtwide Training in 2022-2023. School Based Training for Additional Needs Following First Year of Implementation</p> <p>2023-2024 Capturing Kids Hearts Training for High Needs Targeted Areas (Gateway, CCA, Middle Schools, Westside and Cloud Springs 4th and 5th Grades)</p>	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/Evidence	Responsibility
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Provide professional learning opportunities focused on understanding the rigor and learning expectations of state standards.	2022-2024 Districtwide training focused on rigorous questioning and state blueprint assessment alignment. Used knowledge to create required common unit assessments for the district	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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✓	Foster and Homeless	All subgroups will be monitored for achievement gains.
✓	Migrant	All subgroups will be monitored for achievement gains.

Focus Area #3 of 4: College and Career Ready

Strengthen alignment of College & Career Readiness K-12

Action Steps	Timeline/Evidence	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 *Implemented SnapShot (YouScience) for all middle schools.	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 CCA: Professional Skills	FHTCA Principal/CTAE Director School Improvement Specialists

	<p>Course for all CAA students.</p> <p>High Schools: All STEM and CTAE Classes share CTAE Standard One: Professional Skills Training.</p>	
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/Evidence	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	<p>2022-2027 All middle school students participate In JA in 6th/7th</p> <p>In FY24, 8th grade students will visit the CCA to see career pathway</p>	FHTCA Principal/CTAE Director Talent Development Specialist School Improvement Director

	options.	
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
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Continue accreditation with Cognia as part of continuous improvement process focused on maintaining supports for students to be college and career ready
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Action Steps	Timeline/ Evidence	Responsibility
Prepare plan for Engagement Review	2022-2027 Cognia Accreditation visit in spring of 2022	School Improvement Director School Improvement Specialists
Complete required steps in preparation for Engagement Review	2022-2027 All required steps for spring 2022 engagement review visit completed	School Improvement Director School Improvement Specialists
Host Cognia Engagement Review	2022-2027 Successful engagement review	School Improvement Director School Improvement Specialists

	visit resulted in CCPS accreditation for the next 6 years.	
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Maintain system accreditation with Cognia 2023-2027 School Improvement Director School Improvement Specialists

Targeted Subgroups: (if any)

✓ If Targeted	Subgroup	Additional Information
✓	Economically Disadvantaged	The graduation rate of all subgroups will be monitored.
✓	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.

Focus Area #4 of 4: Professional Learning

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

Action Steps	Timeline/Evidence	Responsibility
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Meet annually with school and district administrators to determine PL needed to support Strategic Plan action steps	2022-2027 Communicate annually with administrators and academic coaches to determine future PL needs	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	School Improvement Director School Improvement Specialists

Support the integration of technology into instruction

Action Steps	Timeline/Evidence	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

Targeted Subgroups: (if any)

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✓	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.

STRATEGIC OBJECTIVE #2 of 5:

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/Evidence	Responsibility
Identify opportunities to increase law enforcement presence in schools	2022-2027 SROs have been placed on each of our 17 campuses. A combination of federal and local funding was used to make this happen.	Director of Operations
Partner with the Sheriff's Office and 911 call center to evaluate safety concerns.	2022-2027 Communication has been established regarding this issue. Next step is to evaluate the concerns.	Director of Operations
Evaluate the possibility of providing 1 SRO in each elementary school	2022-2027 SROs have been placed on each of our 17 campuses. A combination of federal and local funding was used to make this happen.	Director of Operations
Improve communication with agencies as a member of Local Emergency Preparedness Committee	2022-2027 Meetings were held with local law enforcement, first	Director of Operations

	responders, and district leaders to discuss ways to improve the level of safety and preparedness in the system.	
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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/Evidence	Responsibility
Evaluate district-wide safety protocol and procedures	2022-2027 Meetings were held with local law enforcement to discuss safety protocol and procedures. We will continue to have discussions in the 2023-24 school year.	Director of Operations
Utilize individualized safety plans for each school	2022-2027 Plans have been turned into the District Office. Those plans will continue to be updated and revised during the 2023-24 school year.	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/ Evidence	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/Evidence	Responsibility
Identify and provide mental health resources for students and families	<p>2022-2027 Identify 2023-2027 Provide</p> <p>CCPS has committed to a three year partnership with Care Solace to provide outside emotional and mental health resources for our students and their families.</p>	Director of Student Services

	**The Mental Health Task Force is evaluating additional resources that would be provided to our students and their families.	
Identify and provide mental health resources for employees.	2022-2027 Identify 2023-2027 Provide CCPS has committed to a three year partnership with Care Solace to provide outside emotional and mental health resources for its employees *The Mental Health Task Force is evaluating additional resources that would be provided to our employees.	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 The Suicide/Homicide Prevention Protocol was	Director of Student Services

	updated during the second half of the 2022/23 school year to provide specific procedures and resources to insure the safety and wellbeing of students and their families as well as school personnel.	
Partner with outside mental health agency in training and serving our students	2023-2027. The LIPT(Local Interagency Planning Team) is a collaboration among multiple outside agency designed to provide resources and services to students and their families. *The Mental Health Task Force is evaluating additional mental health resources for our students.	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 A part-time social worker's position	Director of Student Services

	<p>has been added for the 2023-24 school year.</p> <p>*Preliminary discussions with HR are taking place to possibly add another social worker for the 2024-25 school year.</p>	
<p>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</p>	<p>2022-2027</p> <p>The Mental Health Task Force will be reinstituted during the 2023/24 school year to help provide support to all CCPS Stakeholders.</p> <p>*The first meeting of the Mental Health Task Force took place on January 11, 2024. The first meeting focused on identifying barriers and areas of concern regarding improving student mental health, identifying resources that are</p>	<p>Director of Student Services</p>

	being used, and identifying potential resources. Also, the task force discussed the sources of data that are at its disposal as well as other sources of data that could be available to the task force to make informed decisions.	
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Maintain and Expand Positive Behavior Intervention and Supports (PBIS)

Action Steps	Timeline/Evidence	Responsibility
Train Secondary Schools on PBIS Tier II	2022-2027 Training dates have been established during the 2023/24 school year to train those remaining secondary and elementary schools in the implementation of	Director of Student Services

	<p>PBIS Tier II Support</p> <p>*PBIS Tier II training has been pushed to the 2024/25 school year as a result of the State PBIS' restructuring of its curriculum.</p>	
Train Elementary, and Secondary Schools on PBIS Tier III	<p>2022-2027 Elementary</p> <p>2023-2027 Secondary</p> <p>PBIS Tier III training will take place after PBIS Tier II has been implemented with fidelity in all CCPS Schools.</p>	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	<p>2022-2027 Research</p> <p>2023-2027 Implement</p> <p>Multiple universal screeners have been researched and the exploration process will continue for the most appropriate screener for the</p>	Director of Student Services

	<p>CCPS System. 2023-2024</p> <p>*A pilot screener was administered at Cloud Springs Elementary and West Side Elementary during the fall semester of the 2023/24 school year. Data from the screener is being used to identify concerns and explore available resources.</p>	
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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STRATEGIC OBJECTIVE #3 of 5:

Recruit, develop, retain, and reward a premiere workforce

Focus Area #1 of 2: Leadership

Leadership Development and Succession Planning

Action Steps	Timeline/Evidence	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 TKES/LKES Evaluations and Summative Conferences with Super/Monitored by HR	Human Resources Superintendent Leadership Development Coordinator

Annually review leaders (principals and central office administrators) who are within 5-10 years of retirement.	2022-2027 TKES/LKES Summative Conferences	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 Initial Surveys will be sent out in the Spring of 2024	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/Evidence	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 Research Phases	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 Aspiring Leader Cohorts have Expanded and now fulfill Tier 1 /Tier 2 Leadership Status	Human Resources Leadership Development Coordinator

	for CCPS.	
Investigate training opportunities for various leadership positions (RESA and GADOE). Increase the number attending sessions each year.	2023-2024 Purchased Principal Center Seats for Leadership PL. Reminders are sent periodically to Admin regarding quality leadership conferences and seminars. Title II funds were utilized for leadership growth with all schools for additional PL	Human Resources Leadership Development Coordinator

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Focus Area #2 of 2: Retention/Reward/Recognition

Retention/Recruitment

Action Steps	Timeline/Evidence	Responsibility
Conduct a salary study to determine if salaries and supplements are consistent with similar sized systems in our geographic area.	2022-2027 Continued participation in RESA salary studies to compare similar systems.	Human Resources Finance
Evaluate the budget annually to determine if funding is adequate to make adjustments to the salary scales	2022-2027 Continuous financial monitoring with the Finance Department when developing and studying salary scales. Financial Task Force was created in 2023	Human Resources Finance
Research and investigate creating a New Teacher Induction Program.	2023-2027 Research Phases	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 Research Phases of Mentor Program District wide	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 Continuous evaluations and explorations with Title II funds for possible mentor stipends	Human Resources Finance
Active marketing of CCPS to include attending Job Recruitment Fairs at local colleges. Performance equals the number of job fairs attended	2022-2027 Worked with DBC Next for Digital Marketing/Advertising, Geofencing, etc. for custodial positions and bus drivers. Attended UTC job fair and will attend Lee University and Berry in the coming year. Held First Sub Career Fair in 2022, and will expand in the Fall of 2023. Catoosa Career Fair 2023, Lee 2024, UTC 2024	Human Resources
Identify contacts within the job placement office at local colleges. Performance equals the number of contacts.	2022-2027 Worked closely with college placement coordinators at UTC, WGU, and Dalton State. We have also begun	Human Resources

	placing student teachers for Liberty University, Valdosta, and GSU.	
Research and investigate the development of an exit survey for employees leaving the system.	2022-2027 Began Exit Surveys for FY 23 for in-person interviews with HR. HR will expand Exit Interviews in the Fall of 2023, and will utilize data to inform administrators in monthly Admin meetings (As needed)	Human Resources
Continue practice of allowing current classified employees to complete student teaching without giving up their employment with CCPS.	2022-2027 Several Paras are seeking certification and CCPS has hired several that have just completed their degrees this year. HR has worked with all Paras in fulfilling student-teaching needs while maintaining employees of CCPS	Human Resources Principals

Reward/Recognition

Action Steps	Timeline/Evidence	Responsibility
Encourage each school's administration to develop/enhance recognition and reward programs.	2024-2027 Encouraged attendance incentives and recognitions for various aspects of All school employees with school principals. Principals will share recognition awards/programs in the fall of 2024	Human Resources Principals
Research and investigate a new CCPS employee recognition program.	2022-2027 HR is developing a new Recognition Program that will be released in the Fall of 2023. "Catoosa Cornerstone Award". This Award recognizes groups/departments, and attendance	Human Resources Principals

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STRATEGIC OBJECTIVE #4 of 5:

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/Evidence	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/Evidence	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

Targeted Subgroups: (if any)

✓ If Targeted	Subgroup	Additional Information
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Focus Area #2 of 3: Communication and Outreach

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

Action Steps	Timeline/Evidence	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 Agendas of 4 meetings that took place in the district board room to discuss	School Improvement Director - Title I

	various topics. Feedback forms completed by the coalition members.	
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
<p>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</p> <p>Note: CEO chairs Chamber of Commerce Education Committee to help facilitate this goal</p>	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/Evidence	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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Focus Area #3 of 3: Partnership Development

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

Action Steps	Timeline/Evidence	Responsibility
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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

Research expanding the CatoosaU Technology Internship into additional careers

Action Steps	Timeline/Evidence	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/Evidence	Responsibility
Develop a focus group from the Graduation Task Force	2022-2027 Determined this is not necessary at this time due to the decision not to partner with Mountain Education	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/Evidence	Responsibility
Develop formalized training to strengthen the capacity/effectiveness of the school bookkeepers.	2022-2027 - Instituted formal quarterly bookkeeper training 3 times a year to update the group on new developments, roll out new tools, and train them on efficiencies to increase their capacity and effectiveness. Developed a consistent new bookkeeper training approach that has been successful in developing multiple new employees in the role.	Director of Finance

Investigate ways to provide effective/efficient training of our financial processes/procedures for teachers and staff members.	2022-2027 - Started a yearly flier series that can be sent to all employees concerning common financial processes such as purchases, travel forms, and payroll. Additionally, I have made a concerted effort to get in front of multiple employee groups throughout the year to talk about the “Why” when it comes to following our financial procedures.	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 - Monthly financial meetings between the Director of Finance and School Administrators now occur to monitor various budgets, troubleshoot issues, and answer any questions that have arisen. Continued to develop a great working relationship between Finance and School Admin to make conversations constructive and not always critical.	Director of Finance
Provide annual MUNIS training on budget monitoring along with updated features associated with the new update.	2022-2027 - The Munis upgrade that occurred in 22-23 has been a huge success. Multiple departments have expanded the uses of Munis to make efficiencies and modernize processes. Training was provided to Technology and Finance which was then passed on to our other users such as school bookkeepers and admin assistants.	Director of Finance Director of Technology

Investigate alternative purchasing methods.

Action Steps	Timeline/Evidence	Responsibility
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<p>Investigate the feasibility of alternative purchasing options for the system/school level(s).</p>	<p>2022-2024 - Have had initial talks with vendors like ClassWallet to explore vendor marketplaces and multiple financial institutions in regards to starting a purchasing card program. I believe purchasing cards would be a benefit to the District as it would allow payment flexibility and more competitive shopping. Will continue to explore this option into 2024.</p> <p>Exploring expanding our use of purchasing co-ops to expedite the research process. We currently use them sporadically but they seem to fit outlier cases and not everyday use cases.</p>	<p>Director of Finance</p>
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Provide reports and updates in a timely manner to the appropriate stakeholders and employees.

Action Steps	Timeline/Evidence	Responsibility
Display proposed budget on system website as well as in local publications.	2022-2027 - All budgeting documents for the last few years are displayed on the website under the Finance section.	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 - All monthly financial reports are posted on the system website after they are reviewed and approved by the Board.	Director of Finance Director of Technology
Provide Directors with an expenditure analysis following completion of fiscal year end close.	2022-2027 - Expenditure analysis was provided after FY22 was closed out. Exploring timing and communication methods to increase the effectiveness of the information for	Director of Finance

	Directors to take action rather than react.	
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Focus Area #2 of 3: Effective & Efficient Process and Systems

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

Action Steps	Timeline/Evidence	Responsibility
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Continue the process of capturing student permanent record files and making those records available to necessary CCPS staff.	2022-2027 All schools have completed scanning current active student's permanent files into.	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 Added a Parent Portal signup kiosk at each school's open house. Encouraged parents to sign in to Parent Portal to update access for Text messages.	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 Implemented DocuSign for Special Ed IEP documentation. Implemented two new Munis digital signature options for staff: Certified Employee Contracts and Classified Employee Evaluations.	Director of Technology

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

Action Steps	Timeline/Evidence	Responsibility
Develop a plan to enhance school system communication options beyond the school website presence	2022-2024 Implemented Catoosa Connects, a monthly county-wide newsletter. Created a CCPS News app and marketed it on the website. Twitter is being used to communicate publicly. Videos about CCPS and school events have been created and shared publicly to enhance community awareness	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 Purchased and implemented SRC digital document scanning which integrates with	Director of Technology

	Infinite Campus.	
Continue to implement Google Suite products (including Meets) to enhance student instruction and parent communication and collaboration	2022-2023 Added Google for Education Plus licensing for additional services for parent communication and reporting on communication.	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 connectedED 1:1 initiative

Action Steps	Timeline/Evidence	Responsibility
Continue to upgrade the network infrastructure for redundancy, capacity, and efficiency in order to prepare for increased bandwidth demands	2022-2024 (Updated Jan 2024) High schools chassis were delivered in Dec 2023 and are being configured now. Elementary schools	Director of Technology

	chassis are out for RFP. Middle school networks are being evaluated for parts list.	
Implement additional Cybersecurity practices to ensure the safety and security of the CCPS network and its data	2022-2023 Implemented KnowBe4 Cybersecurity training for staff. Added 2 Factor Authentication on staff Google Accounts.	Director of Technology
Upgrade the wireless capacity at each school campus.	2022-2024 Wireless in all schools have been upgraded as of November 2023	Director of Technology
Implement a plan for the distribution and maintenance of the Let's Get CONNECTed Classroom software/hardware refresh	2022-2023 1,195 iPads and 10,454 Chromebooks have been purchased for student 1:1 use as well as management software for monitoring student internet safety on these devices.	Director of Technology

Maintain the Technology Cohort Groups to provide training and support for the integration of technology instruction.	2022-2027 Implemented an initiative consisting of 2 persons per school being paid for 5 hours per week to provide additional instructional technology support staff.	Director of Technology
Research and investigate additional technology support avenues for parents, students and staff	2025-2027 Implemented a phone support line available Monday - Friday from 8:00am - 4:30pm	Director of Technology

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Focus Area #3 of 3: Facilities

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/Evidence	Responsibility
Perform monthly building and custodial audits to determine areas of need in each school.	2022-2027 Audits were performed throughout the school year to determine the needs of each building. That process will continue for the 2023-24 school year.	Director of Operations
Maintain a five year facility plan and plan for DOE facility visit in 2023.	2023-2027 That plan was developed locally and approved at the state level and the CCPS Board of Education.	Director of Operations
Review facility needs with principals annually.	2022-2027 Process was started this year. It will continue to happen during the 2023-24 school year.	Director of Operations

Continue to develop plans, as necessary, to eliminate overcrowding or underutilization.	2022-2027 Meetings have occurred both at the local and state level to monitor this.	Director of Operations
Periodically conduct a campus traffic flow safety review at each school to identify and address areas of concern	2022-2027 Process was started this year. It will continue to happen during the 2023-24 school year.	Director of Transportation Director of Operations

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

Action Steps	Timeline/Evidence	Responsibility
Use data from monthly building and custodial audits to determine areas of need in each school.	2022-2027 Audits were performed throughout the school year to determine the needs of each building. That process will continue for the 2023-24 school year.	Director of Operations
Use audit results to develop a plan of action and provide training if necessary.	2022-2027 Data from the audits were used to set up various trainings this year. That process will continue for the 2023-24 school year.	Director of Operations

Review audit results and action plans with each principal.	2022-2027 Some reviews were discussed. That process will continue for the 2023-24 school year.	Director of Operations
Collaborate with the head nurse about any areas of need to help reduce any health related issues.	2022-2027 Communication occurred regularly throughout the school year. That process will continue for the 2023-24 school year.	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, electrical, plumbing, HVAC, painting, flooring, paving and lighting.

Action Steps	Timeline/Evidence	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 Process was started this year. Some have been identified. That process will continue for the 2023-24 school year.	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 CCA is due for completion in August of 23. The LFO Theater addition is due for completion in January of 24. The classroom addition at Boynton Elementary will be further investigated during the 2023-24 school year.	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 That process will continue for the 2023-24 school year.	Director of Operations

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

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

STRATEGIC OBJECTIVE #2 of 5: (Chris)

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

STRATEGIC OBJECTIVE #3 of 5: (Doug, Steve, and AJ)

Recruit, develop, retain, and reward a premiere workforce

STRATEGIC OBJECTIVE #4 of 5: (Marissa, Stave, and Gina)

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.

STRATEGIC OBJECTIVE #5 of 5: (Austin, Steve, Chris, Mike R.)

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

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

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

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

STRATEGIC OBJECTIVE #2 of 5: (Mike, Matt, and Chris)

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

1. Partner with local law enforcement (Sheriff's Office, Ringgold Police, Fort Oglethorpe, and 911 Call Center)
2. Identify safety teams in each facility to implement safety plans, conduct safety audits, maintain emergency plans, implement safety drills, and report findings.
3. Provide safety training for faculty, staff, students
4. Provide Behavioral, Emotional, and Mental Health Support to schools
5. Maintain and Expand Positive Behavior Intervention and Supports (PBIS)

STRATEGIC OBJECTIVE #3 of 5: (Doug and AJ)

Recruit, develop, retain, and reward 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

STRATEGIC OBJECTIVE #4 of 5: (Marissa, Stave, and Gina)

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.

1. Utilize stakeholder focus groups (parents, administrators, teachers, business partners), to determine innovations to improve student success and develop the 2021 Charter System Renewal Application
2. 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.
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

STRATEGIC OBJECTIVE #5 of 5: (Austin, Steve, Mike R., and Matt)

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

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, electrical, plumbing, HVAC,
10. painting, flooring, paving and lighting.