Achievement Zone
Asa G. Hilliard Elementary

Outcomes: What will success look like for our school?

- Third Grade Literacy: 85% of our 3rd graders will be at or above grade level in reading by 2022
- Fifth Grade Math: 85% of our 5th graders will be proficient or distinguished in Math using the GMAS

Initiatives: What will we do to achieve success?

- Balanced Literacy Framework: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- Balanced Math Framework: Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems
- Asa Teacher Program: In house induction program that provides tiered support for teachers during first 3 years, providing opportunities for teachers to participate in various leadership trainings/experiences

- Parent Engagement Initiative: Train staff members on how to engage with parents to make them feel welcome via excellent customer service

- Climate and Culture: Each year we will increase our climate rating until we obtain and maintain a 5 Star Rating
- Teacher Retention: Increase the percentage of teachers retained beyond their 5th year

- Partnerships: Each year we will increase the number of impactful partnerships at our school aligned to our strategic plan
- Powerful Panther Partners: Recruit and retain community members/groups to support student achievement and enhance the panther experience for all stakeholders.
- Panther PUSH (Parents Understand Support Helps): Engage parents in instructional workshops that increase their ability to support our students at home. Provide opportunities for parents to collaborate with staff members to receive information and share feedback.

- Community Collaboration: We engage families, community members, and civic organizations as active partners.

- Fiscal Responsibility: We manage and protect public funds and assets through efficient and effective use of available resources.

- Transparent and efficient management of local funds: Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

- Effective budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
Banneker High School

**Outcomes:** What will success look like for our school?

- **On-track for graduation:** Increase the percentage of 9th graders earning course credits needed to be on-track for graduation to 87%
- **Graduation Rate:** Increase graduation rate to 92%

**Initiatives:** What will we do to achieve success?

- **Focus on High Quality Instruction:** Continued Focus on High Quality Instruction and Professional Development for teachers
- **College and Career Pathways:** Preparing students with necessary skills to have access and be competitive for pathway options
- **Customer Service Training:** Customer Service Training for all internal stakeholders for creating welcoming environment
- **Opportunity Culture Initiative:** Provide additional incentives for staff to engage in coaching

**People and Culture:**

- **School and district culture:** Increase and maintain a 5 star climate rating
- **Staff engagement:** Increase the % of teachers beyond their 5th year

**Community Collaboration:**

- **Partnerships:** Increase the number of impactful partnerships that align to school goals
- **Family engagement:** Increase the percentage of families who feel empowered to support their students’ educational journeys
- **Community Champions:** Cultivate and sustain community champions to support student achievement
- **Parent University:** Offer courses and activities to equip families with knowledge, skills, and resources

**Fiscal Responsibility:**

- **Transparent and efficient management of local funds:** Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
- **Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

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**Focus on High Quality Instruction**
We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.

**People and Culture**
We provide a welcoming environment and positive school and district culture for students, families and employees.

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

**Fiscal Responsibility**
We manage and protect public funds and assets through efficient and effective use of available resources.
Mary M. Bethune Elementary

Outcomes: What will success look like for our school?

- **3rd grade literacy:**
  - 85% of 3rd graders will read at or above grade level by 2022

- **5th grade math:**
  - 85% of 5th graders will be proficient or distinguished in math

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework:**
  - Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Positive Behavior Intervention Supports:**
  - Implement proactive approaches to the behavioral, emotional, academic and cultural development of students

- **Balanced Math Framework:**
  - Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

- **Staff Development:**
  - Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

- **Climate star rating:**
  - Increase the climate star rating from 3 to 4 stars or higher and maintain through 2022

- **Teacher retention:**
  - Increase the percentage of teachers retained beyond their 5th year in the school

- **Family engagement:**
  - Increase the percentage of families who feel empowered to support their child’s education

- **Impactful school partnerships:**
  - Increase the percentage of impactful partnerships that align to our school’s goals

- **Bethune Parent Engagement Initiative:**
  - Proactive approach that incentivizes parental involvement in volunteering and school programs that support student success at school and develop knowledge and skills to support students at home

- **Bethune Partnerships:**
  - Cultivate and sustain community partnerships to support student achievement

- **Effective Budgeting:**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Tenant and efficient management of local funds:**
  - Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

- **3rd grade literacy:**
  - 85% of 3rd graders will read at or above grade level by 2022

- **5th grade math:**
  - 85% of 5th graders will be proficient or distinguished in math

- **Balanced Literacy Framework:**
  - Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Positive Behavior Intervention Supports:**
  - Implement proactive approaches to the behavioral, emotional, academic and cultural development of students

- **Balanced Math Framework:**
  - Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

- **Staff Development:**
  - Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

- **Climate star rating:**
  - Increase the climate star rating from 3 to 4 stars or higher and maintain through 2022

- **Teacher retention:**
  - Increase the percentage of teachers retained beyond their 5th year in the school

- **Family engagement:**
  - Increase the percentage of families who feel empowered to support their child’s education

- **Impactful school partnerships:**
  - Increase the percentage of impactful partnerships that align to our school’s goals

- **Bethune Parent Engagement Initiative:**
  - Proactive approach that incentivizes parental involvement in volunteering and school programs that support student success at school and develop knowledge and skills to support students at home

- **Bethune Partnerships:**
  - Cultivate and sustain community partnerships to support student achievement

- **Effective Budgeting:**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Tenant and efficient management of local funds:**
  - Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
Brookview Elementary

Outcomes: What will success look like for our school?

- **3rd Grade literacy:** 85% of 3rd grade students will read at or above grade level
- **5th Grade math:** 85% of 5th graders will be proficient or distinguished in math on the GA Milestones

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework:** Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- **Balanced Math Framework:** Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems
- **Stellar Customer Service:** Work to create a culture where families, students, and staff feel welcomed and appreciated
- **Create a culture of excellence:** Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

Partnerships:

- **Increase the percentage of impactful partnerships that align to our school’s goals.**
- **Increase retention of teachers beyond their 5th year**

School culture:

- **Increase the percentage of families who recommend our school**
- **Increase retention of teachers beyond their 5th year**

Family Engagement:

- **Increase the percentage of families who feel empowered to support their child’s education**

Teacher retention:

- **Increase retention of teachers beyond their 5th year**

Family Engagement:

- **Increase the percentage of families who feel empowered to support their child’s education**

Parent University:

- **Offer Courses and activities to equip families with knowledge, skills, and resources**

Effective budgeting:

- **Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals**

Transparent and efficient management of local funds:

- **Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils**

Stellar Customer Service:

- **Work to create a culture where families, students, and staff feel welcomed and appreciated**

Wrap Around Services:

- **Cultivate and sustain community champions to support student achievement**

Parent University:

- **Offer Courses and activities to equip families with knowledge, skills, and resources**
# College Park Elementary

## Outcomes: What will success look like for our school?

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<th>Initiative</th>
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<td><strong>Exemplary Customer Service:</strong></td>
<td>Create a culture where families, students, staff and the community feel welcomed and appreciated through customer service training for staff</td>
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<td><strong>Community Champions:</strong></td>
<td>Cultivate and sustain community champions to support student achievement</td>
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<tr>
<td><strong>Staff Leadership Development:</strong></td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students.</td>
</tr>
<tr>
<td><strong>Building a Stronger College Park</strong></td>
<td>Offer parent empowerment programs as well as support for community childcare agencies to get Quality Rated</td>
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## Initiatives: What will we do to achieve success?

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**Feldwood Elementary School**

### Outcomes: What will success look like for our school?

**3rd grade literacy**
85% of 3rd grade students will read at or above grade level

**5th grade math**
85% of 5th grade students will perform at proficient or distinguished levels in math

**School and district culture**
Attain and maintain a five-star climate rating from the Georgia Department of Education

**Teacher retention**
Increase retention of teachers beyond their 5th year

**Partnerships**
Each year we will increase the number of impactful partnerships at our school aligned to our strategic plan

**Family Engagement**
Increase the percentage of parents who feel empowered to support their child’s education

### Initiatives: What will we do to achieve success?

**Balanced Literacy Framework**
Implement data driven literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

**Stellar Customer Service**
Work to create a culture where families, students, and staff feel welcomed and appreciated through customer service training for staff

**Community Champions**
Cultivate and sustain community champions to support student achievement

**Parent University**
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

**Effective budgeting**
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

### Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

### Student Achievement
We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.

### People and Culture
We provide a welcoming environment and positive school and district culture for students, families and employees.

### Community Collaboration
We engage families, community members and civic organizations as active partners.
# Heritage Elementary School

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<td><strong>Community Champions:</strong> Cultivate and sustain community champions to support student outcomes</td>
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<tr>
<td><strong>Parent University:</strong> Offer programming that includes family events and academic activities that give families new skills, knowledge and resources</td>
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**3<sup>rd</sup> grade literacy:** 85% of 3<sup>rd</sup> graders will read at or above grade level

**School and district culture:** Increase and maintain a 5 star climate rating

**Partnerships:** Increase the percentage of impactful partnerships that align to school goals

**3<sup>rd</sup> grade literacy:** 85% of 3<sup>rd</sup> graders will read at or above grade level

**School and district culture:** Increase and maintain a 5 star climate rating

**Partnerships:** Increase the percentage of impactful partnerships that align to school goals

**Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

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**3<sup>rd</sup> grade literacy:** 85% of 3<sup>rd</sup> graders will read at or above grade level

**School and district culture:** Increase and maintain a 5 star climate rating

**Partnerships:** Increase the percentage of impactful partnerships that align to school goals

**5<sup>th</sup> grade math:** 85% of 5<sup>th</sup> graders will perform at proficient or distinguished levels in math

**5<sup>th</sup> grade math:** 85% of 5<sup>th</sup> graders will perform at proficient or distinguished levels in math

**Family engagement:** Increase the percentage of families who feel empowered to support their child’s education

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**3<sup>rd</sup> grade literacy:** 85% of 3<sup>rd</sup> graders will read at or above grade level

**School and district culture:** Increase and maintain a 5 star climate rating

**Partnerships:** Increase the percentage of impactful partnerships that align to school goals

**Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

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**3<sup>rd</sup> grade literacy:** 85% of 3<sup>rd</sup> graders will read at or above grade level

**School and district culture:** Increase and maintain a 5 star climate rating

**Partnerships:** Increase the percentage of impactful partnerships that align to school goals

**Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

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**3<sup>rd</sup> grade literacy:** 85% of 3<sup>rd</sup> graders will read at or above grade level

**School and district culture:** Increase and maintain a 5 star climate rating

**Partnerships:** Increase the percentage of impactful partnerships that align to school goals

**Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
Love T. Nolan Elementary

Outcomes: What will success look like for our School?

- Third Grade Literacy: 85% of 3rd graders to be at or above grade level by 2022.
- Fifth Grade Math: 85% of 5th graders will be proficient or distinguished in math

Initiatives: What will we do to achieve success?

- Balanced Literacy Framework
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

- Stellar Customer Service
  Work to create a culture where families, students, and staff feel welcomed and appreciated through customer service training for staff.

- Staff Leadership Development
  Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students.

- Balanced Math Framework
  Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

- Teacher Retention:
  Increase the percentage of teachers retained beyond their 5th year.

- School and district culture
  Increase and maintain a 5 star climate rating

- Partnerships:
  Increase the percentage of impactful partnerships that align to our school’s goals.

- Community Champions
  Cultivate and sustain community champions to support student achievement.

- Parent University
  Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

- Family Engagement:
  Increase the percentage of families who feel empowered to support their child’s education.

- Effective budgeting:
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

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

Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

Transparent and efficient management of local funds:
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.
McNair Middle School

Outcomes: What will success look like for our school?

- **8th grade literacy**: 85% of 8th grade students will read at or above grade level
- **8th Grade Math**: 65% of 8th grade students will score at or above the 50th percentile rank on the IOWA assessment in Math

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.
- **Data Driven Instruction**: Data Driven Instruction will be used through professional learning communities.
- **Focus on school culture**: Improve fidelity of implementation of Positive Behavior Intervention and Supports (PBIS)
- **Implement RISE program**: RISE: Resilience In School Environments that supports teachers with self care.

Increase Climate and Culture:

- **8th Grade literacy**: Increase and maintain a 5 STAR Climate Rating.
- **Increase the percentage of teachers retained beyond their 5th year.**
- **Increase the percentage of impactful partnerships that align to our schools goals.**
- **Increase the percentage of families who feel empowered to support their child’s education.**

Partnerships:

- Increase the percentage of impactful partnerships that align to our schools goals.

Family Engagement:

- Increase the percentage of families who feel empowered to support their child’s education.

Community Champions:

- Wrap around services: Students and staff members.

Parent University:

- Offer courses and activities to equip families with knowledge, skills, and resources.

Effective budgeting:

- Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.
# Woodland Middle School

## Outcomes: What will success look like for our School?

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<th>People and Culture</th>
<th>Community Collaboration</th>
<th>Fiscal Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.</td>
<td>We provide a welcoming environment and positive school and district culture for students, families and employees.</td>
<td>We engage families, community members and civic organizations as active partners.</td>
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<th>Balanced Math Framework</th>
<th>Staff Leadership Development</th>
<th>Parent Empowerment Series</th>
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<tbody>
<tr>
<td>Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
<td>Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems</td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students</td>
<td>Offer workshops, free courses, family events and activities, based on need and interest, to equip families with knowledge and skills</td>
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<table>
<thead>
<tr>
<th>8th Grade Literacy</th>
<th>School and District Culture</th>
<th>Partnerships</th>
<th>Community Connectors</th>
</tr>
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<tbody>
<tr>
<td>85% of 8th graders will be at or above grade level in reading.</td>
<td>Increase and maintain a 5 star climate rating.</td>
<td>Increase the percentage of impactful partnerships that align to our school’s goals.</td>
<td>Cultivate and sustain community connectors to support student achievement.</td>
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<th>8th Grade Math</th>
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<tr>
<td>65% of 8th grade students will score at or above 50th percentile rank in math on the Iowa Assessment.</td>
<td>Increase the percentage of teachers retained beyond their 5th year.</td>
<td>Increase the percentage of families who feel empowered to support their child’s education.</td>
<td>Offer workshops, free courses, family events and activities, based on need and interest, to equip families with knowledge and skills</td>
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**Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

**8th Grade Math:**

- 65% of 8th grade students will score at or above 50th percentile rank in math on the Iowa Assessment.

**8th Grade Literacy:**

- 85% of 8th graders will be at or above grade level in reading.
South
Bear Creek Middle School

Outcomes: What will success look like for our school?

- **8th grade literacy:** 85% of 8th grade students will read at or above grade level
- **Middle school math proficiency:** 65% of 8th grade students will score at or above the 50th percentile rank on the IOWA assessment in Math

Initiatives: What will we do to achieve success?

- **Cross-Content Research Based Instructional Strategies**
  - Implement school-wide intervention block embedded in the daily schedule.
- **Personalized Learning**
  - Provide students an adaptive, blended instructional model to support student learning.
- **Stellar Customer Service**
  - Work to create a family environment where all stakeholders feel welcomed and safe through a myriad of school initiatives.
- **Staff Leadership Development**
  - Provide staff with the resources and opportunities to grow professionally.

PEOPLE AND CULTURE

We provide a welcoming environment and positive school and district culture for students, families and employees.

COMMUNITY COLLABORATION

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

FISCAL RESPONSIBILITY

We manage and protect public funds and assets through efficient and effective use of available resources.

Partnerships:
Increase the percentage of impactful partnerships that align to our school’s goals

Family engagement:
Increase the percentage of families who feel empowered to support their child’s education

Parent Engagement:
Provide parents with opportunities to become involved in the curriculum through events and activities.

Community Champions:
Leverage Community in Schools and other community organizations to support student achievement.

School culture:
Increase the percentage of families and students who will recommend Sandtown MS as a place to attend school to a family member or friend

Teacher retention:
Increase the percentage of teachers retained beyond their 5th year

Effective budgeting:
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Transparent and efficient management of local funds:
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
Campbell Elementary

Outcomes: What will success look like for our School?

- **3rd grade literacy:** 85% of 3rd grade students will read at or above grade level
- **5th grade math:** 85% of 5th grade students will perform at proficient or distinguished levels in math

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework:** Campbell Elementary will implement Balanced Literacy Framework in grades K-5
- **Balanced Math Framework:** Campbell Elementary will implement Balanced Math Framework in grades K-5

**Climate and Culture:**
Increase to and maintain a 5 star climate rating

**Teacher Retention:**
Increase our retention rate of teachers who remain beyond 5 years to 75% or above

**Partnerships:**
Increase the number of impactful partnerships that align to our school’s goals

**Family Engagement:**
Increase the percentage of families who feel empowered to support their student’s educational journeys

**Transparency and Efficient Management of Local Funds**
Reduce the number of audit findings for Student Activity funds and ensure effective management between schools and Student Governance Councils

**Effective Budgeting:**
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.
# Camp Creek Middle School

## Outcomes: What will success look like for our school?

### 8th Grade Literacy
85% of our 8th graders will be at or above grade level in literacy.

### 8th Grade Math
65% of 8th Grade students will score at or above the 50th Percentile rank on the math Iowa assessment.

## Initiatives: What will we do to achieve success?

### Reading Across the Curriculum
Implementing a school wide program in 6-8 where every content teacher will incorporate basic literacy strategies.

### Warrior Leadership Academy
Implement a hybrid math program for top tier students taking accelerated math

### Improve School Climate and Culture
Attain and maintain a five-star climate rating from the Georgia Department of Education

### Teacher Retention
Retain more staff members beyond their 5th year of teaching

### Stellar Customer Service
Work to create a culture where families, students, and staff feel welcomed and appreciated

### Staff culture of growth + celebration
Incorporate coaching and effective PLCs to help grow staff and create a winning culture

###透明和有效的本地资金管理:
减少学生活动资金的审计发现问题并确保有效管理资金在各学校和学区管理委员会之间

### Effective budgeting:
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

## Partnerships:
Increase the percentage of impactful partnerships that align to our school’s goals

### Community champions:
Form strategic partnerships that impact culture, student achievement, and families

### Family engagement:
Increase the percentage of families who feel empowered to support their child’s education

### Camp Creek Parent University:
Offer courses and activities to equip families with knowledge, skills, and resources

## Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

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**8th Grade Math**
65% of 8th Grade students will score at or above the 50th Percentile rank on the math Iowa assessment.
Cliftondale Elementary School

Outcomes: What will success look like for our school?

3rd grade literacy: 85% of 3rd grade students will read at or above grade level

5th grade math: 85% of 5th grade students will perform at proficient or distinguished levels in math

Initiatives: What will we do to achieve success?

Balanced Literacy Framework: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

Balanced Math Framework: Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

School and District Culture: Increase five-star climate rating from the Georgia Department of Education.

Teacher Retention: Increase retention of top performing teachers beyond their 5th year.

Family Engagement: Increase the percentage of families who feel empowered to support their students’ educational journey.

Partnerships: Each year we will increase the number of impactful partnerships at our school aligned to our strategic plan.

Cliftondale Community Pride: Cultivate and sustain community champions to support student achievement.

Effective budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

FISCAL RESPONSIBILITY: We manage and protect public funds and assets through efficient and effective use of available resources.

PEOPLE AND CULTURE: We provide a welcoming environment and positive school and district culture for students, families, and employees.

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

SCHOOL AND DISTRICT CULTURE:
Increase five-star climate rating from the Georgia Department of Education.

Family Engagement:
Increase the percentage of families who feel empowered to support their students’ educational journey.

Partnerships:
Each year we will increase the number of impactful partnerships at our school aligned to our strategic plan.

Cliftondale Community Pride:
Cultivate and sustain community champions to support student achievement.

Balanced Literacy Framework:
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

Balanced Math Framework:
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

Outcomes: What will success look like for our school?

3rd grade literacy: 85% of 3rd grade students will read at or above grade level

5th grade math: 85% of 5th grade students will perform at proficient or distinguished levels in math

Initiatives: What will we do to achieve success?

Balanced Literacy Framework: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

Balanced Math Framework: Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

School and District Culture: Increase five-star climate rating from the Georgia Department of Education.

Teacher Retention: Increase retention of top performing teachers beyond their 5th year.

Family Engagement: Increase the percentage of families who feel empowered to support their students’ educational journey.

Partnerships: Each year we will increase the number of impactful partnerships at our school aligned to our strategic plan.

Cliftondale Community Pride: Cultivate and sustain community champions to support student achievement.

Effective budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

FISCAL RESPONSIBILITY: We manage and protect public funds and assets through efficient and effective use of available resources.

PEOPLE AND CULTURE: We provide a welcoming environment and positive school and district culture for students, families, and employees.

COMMUNITY COLLABORATION: We engage families, community members, and civic organizations as active partners.
Creekside High School

**Outcomes: What will success look like for our school?**

- **On-track for graduation:** Increase the percentage of 9th graders earning course credits needed to be on-track for graduation to 87%
- **Increase Graduation Rate:** Increase graduation rate above district average of 92% of students graduating

**Initiatives: What will we do to achieve success?**

- **Credit Recovery:** Provide opportunities for students missing credits to regain on-track graduation status
- **College & Career Pathways Program:** Implement college and career pathways program to help students begin and maintain a path towards graduation
- **Staff Leadership Development:** Provide staff with the necessary coaching and opportunities to grow as educators and enhance performance

**People and Culture:**

- **School and district culture:** Increase and maintain a 5 star climate rating
- **Staff engagement:** Increase the percentage of teachers beyond their 5th year

**Community Collaboration:**

- **Partnerships:** Increase the number of impactful partnerships that align to school goals
- **Family engagement:** Increase the percentage of families who feel empowered to support their students’ educational journeys

**Fiscal Responsibility:**

- **Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
- **Transparent and efficient management of local funds:** Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

**Strategic Plan 2022**
Evoline C. West Elementary School

Outcomes: What will success look like for our School?

- **3rd grade literacy:** 85% of 3rd grade students will read at or above grade level
- **5th grade math:** 85% of 5th grade students will perform at proficient or distinguished levels in math

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework:** Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- **Balanced Math Framework:** Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

Climate and Culture: Increase to and maintain a 5 star climate rating

Community Engagement: Increase the percentage of families who would recommend EC West

Partnerships: Increase the number of impactful partnerships that align to our school’s goals

Family Engagement: Increase the percentage of families who feel empowered to support their student’s educational journeys

Transparent and Efficient Management of Local Funds
Reduce the number of audit findings for Student Activity funds and ensure effective management between schools and Student Governance Councils

Effective Budgeting:
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

Stellar Customer Service: Work to create a culture where families, students, and staff feel welcomed and appreciated

Campbell Community Champions: Cultivate and sustain community champions to support student outcomes

Parent University: Offer courses and activities to equip families with knowledge, skills, and resources

Positive Communication: Standardized press releases to the community about the great people and culture at E.C. West

5th grade math: 85% of 5th grade students will perform at proficient or distinguished levels in math

Effective Budgeting:
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.
### C.H. GULLATT ELEMENTARY

#### Outcomes: What will success look like for our School?

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<td>Community Champions:</td>
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<tr>
<td>Parent University:</td>
<td>Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence</td>
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#### Initiatives: What will we do to achieve success?

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<tr>
<th>Framework</th>
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<td>Staff Leadership Development</td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students</td>
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<tr>
<td>The Leader In Me:</td>
<td>Teach 21st century leadership and life skills to students and create a culture of student empowerment based on the idea that every child can be a leader</td>
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</table>

#### Partnerships: Increase the percentage of impactful partnerships that align to our school’s goals

- Increase the percentage of families who feel empowered to support their child’s education

#### Community Collaboration: We engage families, community members and civic organizations as active partners.

- Effective budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

#### Fiscal Responsibility: We manage and protect public funds and assets through efficient and effective use of available resources.
Langston Hughes High School

Outcomes: What will success look like for our school?

9th Grade On-Track: 87% of 9th graders will be on track for graduation and complete Algebra 1 by the end of 9th grade

10th Grade On-Track: 65% of 10th graders will meet the PSAT college readiness benchmark

Initiatives: What will we do to achieve success?

9th Grade Academy: Provide support and services to all freshmen

Early College: Increase the number of students who are preparing for college

Parent Engagement and Education: Improve communication and parental involvement

Staff Leadership Development: Provide staff with the necessary coaching and opportunities to grow as educators and enhance performance

People and Culture: We provide a welcoming environment and positive school and district culture for students, families and employees

School and district culture: Increase and maintain a 5 star climate rating

Staff engagement: Increase the percentage of teachers beyond their 5th year

Partnerships: Increase the number of impactful partnerships that align to school goals

Community Champions: Cultivate and sustain community champions to support student achievement

Parent University: Offer courses and activities to equip families with knowledge, skills, and resources

The Panther Foundation: Create a foundation to fund special projects and add wrap around services to benefit our community

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

Fiscal Responsibility: We manage and protect public funds and assets through efficient and effective use of available resources.

Transparent and efficient management of local funds: Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

Effective budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

9th Grade Academy

- Provide support and services to all freshmen

10th Grade On-Track

- 65% of 10th graders will meet the PSAT college readiness benchmark

Strengthen school and district culture

- Increase and maintain a 5 star climate rating

- Increase the percentage of teachers beyond their 5th year

Increase partnerships

- Increase the number of impactful partnerships that align to school goals

Parent engagement

- Increase the percentage of families who feel empowered to support their students’ educational journeys

Effective budgeting

- Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

The Panther Foundation

- Create a foundation to fund special projects and add wrap around services to benefit our community
Liberty Point Elementary

Outcomes: What will success look like for our school?

- **3rd Grade literacy:** 85% of 3rd grade students will read at or above grade level
- **5th Grade math:** 85% of 5th graders will be proficient or distinguished in math on the GA Milestones

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework:** Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- **Balanced Math Framework:** Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems
- **Stellar Customer Service:** Work to create a culture where families, students, and staff feel welcomed and appreciated
- **Staff Leadership Development:** Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance

Fiscal Responsibility:

- **Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
- **Transparent and efficient management of local funds:** Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

- **Community Champions:** Identify and secure potential partnerships within our school community
- **Parent University:** Offer courses and activities to equip families with knowledge, skills, and resources
- **Family Engagement:** Increase the percentage of families who feel empowered to support their child’s education
- **Partnerships:** Increase the percentage of impactful partnerships that align to our school’s goals.
- **School culture:** Increase the percentage of families who recommend our school
- **Teacher retention:** Increase retention of teachers beyond their 5th year
- **Balanced Literacy Framework:** We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.
- **Balanced Math Framework:** Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.
- **Stellar Customer Service:** We provide a welcoming environment and positive school and district culture for students, families, and employees.
- **Community Collaboration:** We engage families, community members, and civic organizations as active partners.
- **Fiscal Responsibility:** We manage and protect public funds and assets through efficient and effective use of available resources.
Oakley Elementary

Outcomes: What will success look like for our school?

- **3rd Grade literacy:** 85% of 3rd grade students will read at or above grade level
- **5th Grade math:** 85% of 5th graders will be proficient or distinguished in math on the GA Milestones

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework:** Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- **Balanced Math Framework:** Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems
- **Stellar Customer Service:** Work to create a culture where families, students, and staff feel welcomed and appreciated
- **Staff Leadership Development:** Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance

Partnerships:

- Increase the percentage of impactful partnerships that align to our school’s goals.

Family Engagement:

- Increase the percentage of families who feel empowered to support their child’s education

Effectiveness:

- Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Finances:

- We manage and protect public funds and assets through efficient and effective use of available resources.

School culture and climate:

- Increase the percentage of families who recommend our school
- Increase retention of teachers beyond their 5th year

Community Champions:

- Cultivate and sustain community champions to support student achievement

Parent University:

- Offer courses and activities to equip families with knowledge, skills, and resources

Effective and efficient management of local funds:

- Reduce the number of audit findings for student activity funds and ensure effective management of funds between schools and school governance councils

Balanced Math Framework:

- Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

Community collaboration:

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

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<td>Guided Math Framework: Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems</td>
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| Climate and Culture: Increase to and maintain a 5 star climate rating |
| Partnerships: Increase the number of impactful partnerships that align to our school’s goals |
| Customer Service: Through the Parent Ambassadors program we will work to create a culture where parents feel welcomed within our school. |
| Family Engagement: Increase the percentage of families who feel empowered to support their student’s educational journeys |

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<td>Through the Parent Ambassadors program we will work to create a culture where parents feel welcomed within our school.</td>
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1FULTON Strategic Plan 2022
3rd Grade literacy: 85% of 3rd grade students will read at or above grade level

5th Grade math: 85% of 5th graders will be proficient or distinguished in math on the GA Milestones

Balanced Literacy Framework: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Math & STEM Framework: Implement guided math instruction focused on increasing numeracy skills with a focus on STEM integration to increase computational and conceptual skills needed to solve real-world problems.

School culture: Increase the percentage of families who recommend our school

Teacher retention: Increase retention of teachers beyond their 5th year

Extraordinary Customer Service: Create a healthy and sustainable culture where parents, teachers, and students are empowered to share open and honest feedback, and lead and serve within the school building.

Teacher Development: Engage and strengthen the instructional practices of all teachers through 1:1 mentorship, coaching and modeling, training, and leadership development.

Partnerships: Increase the percentage of impactful partnerships that align to our school’s goals.

Family Engagement: Increase the percentage of families who feel empowered to support their child’s education

Dolphin Community Campaigns: Create a partnership program that supports various educational campaigns with a focus on Literacy and Mathematical Literacy

Effective budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

Parent University and Beyond: Offer courses and activities to equip families with knowledge, skills, and resources

Outcomes: What will success look like for our school?

Initiatives: What will we do to achieve success?
## Renaissance Elementary School

### Outcomes: What will success look like for our school?

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<th>Initiative</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td><strong>STUDENT ACHIEVEMENT</strong></td>
<td>We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.</td>
</tr>
<tr>
<td><strong>School culture:</strong></td>
<td>Attain and maintain a five-star climate rating from the Georgia Department of Education</td>
</tr>
<tr>
<td><strong>Teacher Retention:</strong></td>
<td>Increase retention of teachers beyond their 5th year who retain a proficient or higher summative evaluation</td>
</tr>
<tr>
<td><strong>Balanced Literacy Framework:</strong></td>
<td>Implement balanced literacy framework with modeled, shared, guided and independent reading.</td>
</tr>
<tr>
<td><strong>Balanced Math Framework:</strong></td>
<td>Implement Math instruction that focuses on rigor and critical thinking to solve complex Math problems.</td>
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<tr>
<td><strong>3rd grade literacy:</strong></td>
<td>85% of 3rd grade students will be at or above grade level</td>
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### Initiatives: What will we do to achieve success?

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<tr>
<td><strong>PEOPLE AND CULTURE</strong></td>
<td>We provide a welcoming environment and positive school and district culture for students, families and employees.</td>
</tr>
<tr>
<td><strong>Customer Service:</strong></td>
<td>Work to create a culture where families, students, and staff feel welcomed and appreciated through outstanding customer service.</td>
</tr>
<tr>
<td><strong>Staff Leadership Development:</strong></td>
<td>Provide staff with professional development opportunities based on teacher interest and leadership development/ Peer Coaching</td>
</tr>
<tr>
<td><strong>Community Champions:</strong></td>
<td>Cultivate and sustain community champions to support student outcomes</td>
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<tr>
<td><strong>Parent University:</strong></td>
<td>Offer courses and activities to equip families with knowledge, skills, and resources</td>
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<td><strong>COMMUNITY COLLABORATION</strong></td>
<td>We engage families, community members and civic organizations as active partners.</td>
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<td><strong>Family Engagement:</strong></td>
<td>Increase the percentage of families who feel empowered to support their child’s education.</td>
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<td><strong>Parent University:</strong></td>
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<td><strong>FISCAL RESPONSIBILITY</strong></td>
<td>We manage and protect public funds and assets through efficient and effective use of available resources.</td>
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<td><strong>Effective budgeting:</strong></td>
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## Outcomes: What will success look like for our school?

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<td>Balanced math framework:</td>
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<tr>
<td>Focus on school culture:</td>
<td>Improve fidelity of implementation of Positive Behavior Intervention and Supports (PBIS)</td>
</tr>
<tr>
<td>Staff leadership development:</td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students</td>
</tr>
<tr>
<td>Community Champions:</td>
<td>Cultivate and sustain community champions to support student achievement</td>
</tr>
<tr>
<td>Parent University:</td>
<td>Offer courses and activities to equip families with knowledge, skills, and resources</td>
</tr>
<tr>
<td>School culture:</td>
<td>Increase the percentage of families and students who will recommend Sandtown MS as a place to attend school to a family member or friend</td>
</tr>
<tr>
<td>Teacher retention:</td>
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<td>Partnerships:</td>
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<td>Family engagement:</td>
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<td>Transparent and efficient management of local funds:</td>
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</tr>
<tr>
<td>Effective budgeting:</td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
</tr>
</tbody>
</table>

## Balanced literacy framework:
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

## Balanced math framework:
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

## Focus on school culture:
Improve fidelity of implementation of Positive Behavior Intervention and Supports (PBIS).

## Staff leadership development:
Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students.

## Community Champions:
Cultivate and sustain community champions to support student achievement.

## Parent University:
Offer courses and activities to equip families with knowledge, skills, and resources.

## Effective budgeting:
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

## Parent University:
Offer courses and activities to equip families with knowledge, skills, and resources.
<table>
<thead>
<tr>
<th>Outcomes: What will success look like for our school?</th>
<th>Initiatives: What will we do to achieve success?</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8th grade literacy:</strong> 85% of 8th grade students will read at or above grade level</td>
<td><strong>Balanced literacy framework:</strong> Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
</tr>
<tr>
<td><strong>8th Grade Math:</strong> 65% of 8th grade students will score at or above the 50th percentile rank on the IOWA assessment in Math</td>
<td><strong>Balanced math framework:</strong> Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems</td>
</tr>
<tr>
<td><strong>Teacher retention:</strong> Increase the percentage of teachers retained beyond their 5th year</td>
<td><strong>Focus on school culture:</strong> Improve fidelity of implementation of Positive Behavior Intervention and Supports (PBIS)</td>
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<td><strong>School culture:</strong> Increase the percentage of families and students who will recommend Sandtown MS as a place to attend school to a family member or friend</td>
<td><strong>Staff leadership development:</strong> Provide professional development for effective PLCs and leadership opportunities</td>
</tr>
<tr>
<td><strong>Partnerships:</strong> Increase the percentage of impactful partnerships that align to our school’s goals</td>
<td><strong>Community champions:</strong> Continue recruitment of new Partners in Education (PIEs) and sustaining relationships with existing PIEs.</td>
</tr>
<tr>
<td><strong>Family engagement:</strong> Increase the percentage of families who feel empowered to support their child’s education</td>
<td><strong>Parent transition services:</strong> Create a framework that includes supporting parents in their transition from ES to MS and MS to HS.</td>
</tr>
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<td><strong>School culture:</strong> Increase the percentage of families and students who will recommend Sandtown MS as a place to attend school to a family member or friend</td>
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<td><strong>Family engagement:</strong> Increase the percentage of families who feel empowered to support their child’s education</td>
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### Seaborn Lee Elementary

#### Outcomes: What will success look like for our school?

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<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>STUDENT ACHIEVEMENT</strong></td>
<td>We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.</td>
</tr>
<tr>
<td><strong>3rd Grade literacy:</strong></td>
<td>85% of 3rd grade students will read at or above grade level</td>
</tr>
<tr>
<td><strong>5th Grade math:</strong></td>
<td>85% of 5th graders will be proficient or distinguished in math on the GA Milestones</td>
</tr>
<tr>
<td><strong>Balanced Literacy Framework:</strong></td>
<td>Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
</tr>
<tr>
<td><strong>Balanced Math Framework:</strong></td>
<td>Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems</td>
</tr>
<tr>
<td><strong>School culture:</strong></td>
<td>Increase the percentage of families who recommend our school</td>
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<td><strong>Teacher retention:</strong></td>
<td>Increase retention of teachers beyond their 5th year</td>
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<tr>
<td><strong>Staff Leadership Development:</strong></td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students</td>
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<tr>
<td><strong>Community Champions:</strong></td>
<td>Cultivate and sustain community champions to support student achievement</td>
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<tr>
<td><strong>Partnerships:</strong></td>
<td>Increase the percentage of impactful partnerships that align to our school's goals.</td>
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<td><strong>Family Engagement:</strong></td>
<td>Increase the percentage of families who feel empowered to support their child’s education</td>
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<tr>
<td><strong>Parent University:</strong></td>
<td>Offer Courses and activities to equip families with knowledge, skills, and resources</td>
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<tr>
<td><strong>Effective budgeting:</strong></td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
</tr>
<tr>
<td><strong>FISCAL RESPONSIBILITY</strong></td>
<td>We manage and protect public funds and assets through efficient and effective use of available resources.</td>
</tr>
</tbody>
</table>

#### Initiatives: What will we do to achieve success?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>Stellar Customer Service:</strong></td>
<td>Work to create a culture where families, students, and staff feel welcomed and appreciated</td>
</tr>
<tr>
<td><strong>Community Champions:</strong></td>
<td>Cultivate and sustain community champions to support student achievement</td>
</tr>
<tr>
<td><strong>Parent University:</strong></td>
<td>Offer Courses and activities to equip families with knowledge, skills, and resources</td>
</tr>
<tr>
<td><strong>-transparent and efficient management of local funds:</strong></td>
<td>Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils</td>
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<td><strong>Effective budgeting:</strong></td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
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</tbody>
</table>
S. L. Lewis Elementary School

Outcomes: What will success look like for our school?

- **3rd grade literacy:** 85% of 3rd grade students will read at or above grade level
- **5th grade math:** 85% of our 5th grade students will perform at proficient or distinguished in math

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework:** Implement literacy instruction that includes maximizing instructional time, ongoing professional development, guided practice, and regular monitoring of student achievement
- **Balanced Math Framework:** Implement math instruction that helps students build fact fluency, developmental math skills, and conceptual skills needed to solve complex problems
- **School and District Culture:** Increase the percentage of parents who recommend our school
- **Teacher retention:** Increase retention of teachers beyond their 5th year

Partnerships:

- Increase the number of impactful partnerships that align to school goals
- **Family engagement:** Increase the percentage of families who feel empowered to support their students’ education

Community Advocates:

- Cultivate and sustain community partners to support student achievement
- **Parent Resource Academy:** Offer free courses to parents to enhance knowledge and skills to support their students’ educational journeys

Fiscal Responsibility:

- **Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
- **Transparent and efficient management of local funds:** Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

Balanced Literacy Framework:

- We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.

Balanced Math Framework:

- We provide a welcoming environment and positive school and district culture for students, families, and employees.

Community Collaboration:

- We engage families, community, and civic organizations as active partners.
Stonewall Tell Elementary

Outcomes: What will success look like for our school?

3rd Grade literacy: 85% of 3rd grade students will read at or above grade level

5th Grade math: 85% of 5th graders will be proficient or distinguished in math on the GA Milestones

Initiatives: What will we do to achieve success?

Balanced Literacy Framework: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Balanced Math Framework: Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

School culture: Increase the percentage of families who recommend our school

Experience Stonewall Tell: Provide stakeholders with a rich academic, social, and extra-curricular activities such that families expectations are met

Teacher retention: Increase retention of teachers beyond their 5th year

Professional Learning Communities: Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching

Partnerships: Increase the percentage of impactful partnerships that align to our school’s goals.

Family Engagement: Increase the percentage of families who feel empowered to support their child’s education

Community Champions: Cultivate and sustain community champions to support student outcomes (such as STEAM or IB)

Parent University: Offer courses and activities to equip families with knowledge, skills, and resources

Effective budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Fiscal Responsibility: We manage and protect public funds and assets through efficient and effective use of available resources.

Transparent and efficient management of local funds: Reduce the number of audit findings for student activity funds and ensure effective management of funds between schools and school governance councils.

Community Collaboration: We engage families, community members, and civic organizations as active partners.
Westlake High School

**Outcomes:** What will success look like for our school?

- **9th grade On-Track:** 87% of 9th graders will be on track for graduation and complete Algebra 1 by the end of 9th grade.
- **SEC Students:** Increase the percentage of SEC students who are reading on grade level from 36% to 65%.

**Initiatives:** What will we do to achieve success?

- **Student Success Plans:** Provide support and services to all students through a robust student advisement program.
- **Literacy Program:** Offer additional literacy strategies and supports for students.
- **Customer Service:** Work to create a culture where families, students, and staff feel welcomed.
- **Staff Leadership Development:** Provide staff with coaching and opportunities to grow as educators through professional learning communities (PLCs).

**School and district culture:** Increase the percentage of families who would recommend our school.

**Partnerships:** Increase the number of impactful partnerships that align to school goals.

**Family engagement:** Increase the percentage of families who feel empowered to support their students’ educational journeys.

**Community Champions:** Cultivate and sustain community champions to support student achievement.

**Parent University:** Offer courses and activities to equip families with knowledge, skills, and resources.

**Effective budgeting:** Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

**FISCAL RESPONSIBILITY**

We manage and protect public funds and assets through efficient and effective use of available resources.

**Fiscal Responsibility**

We manage and protect public funds and assets through efficient and effective use of available resources.

**Student Success Plans:**

- Provide support and services to all students through a robust student advisement program.

**Literacy Program:**

- Offer additional literacy strategies and supports for students.

**Customer Service:**

- Work to create a culture where families, students, and staff feel welcomed.

**Staff Leadership Development:**

- Provide staff with coaching and opportunities to grow as educators through professional learning communities (PLCs).

**Outcomes:**

- **9th grade On-Track:** 87% of 9th graders will be on track for graduation and complete Algebra 1 by the end of 9th grade.
- **SEC Students:** Increase the percentage of SEC students who are reading on grade level from 36% to 65%.

**Initiatives:**

- **Student Success Plans:** Provide support and services to all students through a robust student advisement program.
- **Literacy Program:** Offer additional literacy strategies and supports for students.
- **Customer Service:** Work to create a culture where families, students, and staff feel welcomed.
- **Staff Leadership Development:** Provide staff with coaching and opportunities to grow as educators through professional learning communities (PLCs).

**School and district culture:**

- Increase the percentage of families who would recommend our school.

**Partnerships:**

- Increase the number of impactful partnerships that align to school goals.

**Family engagement:**

- Increase the percentage of families who feel empowered to support their students’ educational journeys.

**Community Champions:**

- Cultivate and sustain community champions to support student achievement.

**Parent University:**

- Offer courses and activities to equip families with knowledge, skills, and resources.

**Effective budgeting:**

- Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

**FISCAL RESPONSIBILITY**

We manage and protect public funds and assets through efficient and effective use of available resources.

**Fiscal Responsibility**

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## Wolf Creek Elementary

### Outcomes: What will success look like for our school?

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<th>Goal</th>
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<td>3rd Grade literacy:</td>
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</tr>
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<td>85% of 5th graders will be proficient or distinguished in math on the GA Milestones</td>
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<tr>
<td>School culture:</td>
<td>Increase the percentage of families who recommend our school</td>
</tr>
<tr>
<td>Teacher retention:</td>
<td>Increase retention of teachers beyond their 5th year</td>
</tr>
<tr>
<td>Partnerships:</td>
<td>Increase the percentage of impactful partnerships that align to our school’s goals.</td>
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<td>Family Engagement:</td>
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<td>Balanced Literacy Framework:</td>
<td>Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
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<td>Balanced Math Framework:</td>
<td>Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems</td>
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<td>Outstanding Customer Service:</td>
<td>Work to create a culture where families, students, and staff feel welcomed and appreciated</td>
</tr>
<tr>
<td>Professional Development:</td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance</td>
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<td>Community Champions:</td>
<td>Cultivate and sustain community champions to support student achievement</td>
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<td>Family Engagement:</td>
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### Initiatives: What will we do to achieve success?

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<td>Professional Development:</td>
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<td>Community Champions:</td>
<td>Cultivate and sustain community champions to support student achievement</td>
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<td>Family Engagement:</td>
<td>Offer Courses and activities to equip families with knowledge, skills, and resources</td>
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### Partnerships

Increase the percentage of impactful partnerships that align to our school’s goals.

### Community Collaboration

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

### Fiscal Responsibility

We manage and protect public funds and assets through efficient and effective use of available resources.

### Transparent and Efficient Management of Local Funds

Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.

### Effective Budgeting

Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.
Central
Conley Hills Elementary

Outcomes: What will success look like for our school?

- **Third Grade Literacy**
  85% of 3rd graders will read at or above grade level.

- **Third Grade Math**
  85% of 3rd graders will score proficient to distinguished in mathematics.

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling guided practice, and student independent learning.

- **Balanced Math Framework**
  Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

- **School Engagement**
  Increase percentage of families and students who identify Conley Hills ES as a place to attend school to a family or friend.

- **Teacher Retention**
  Increase the retention of teachers beyond their fifth year.

- **Shared Governance**
  Increase opportunities for shared governance, parent engagement and partnership.

- **Staff Leadership Development**
  Provide staff with necessary opportunities to grow as educators and honor them for producing high quality results.

- **Community Partnerships**
  Increase the percentage of impactful partnerships that align to school goals.

- **Parent Engagement**
  Increase the percentage of families that feel welcomed and empowered to support their students’ educational journeys.

- **Community Champions**
  Cultivate and sustain community champions to support student achievement.

- **Parent Engagement**
  Offer programming including, family events and activities to equip families with new or additional skills, knowledge, resources and confidence.

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Fiscal Responsibility**
  We manage and protect public funds and assets through efficient and effective use of available resources.
Dunwoody Springs Elementary

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**: 87% of 3rd grade students will read at or above grade level.
- **Higher Order Thinking**: 80% of students will meet or exceed the standard for critical thinking.

Initiatives: What will we do to achieve success?

- **Balanced Literacy Instruction**: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.
- **PBL Instructional Focus**: Students gain knowledge by working for an extended period of time to investigate and respond to a complex question, problem or challenge.
- **School Climate**: Attain and maintain a five-star CCRPI Climate rating from the Georgia Department of Education.
- **Teacher retention**: Increase retention of high performing teachers beyond their 5th year.
- **School-Community Engagement**: Create meaningful, school engagement events, designed to build culture, improve climate, and showcase student work.
- **Staff Leadership Development**: Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students.
- **Stakeholder Diversity**: Increase stakeholder diversity to include parents, local businesses, companies, universities, nearby schools, faith-based and civic organizations.
- **Community Engagement**: Cultivate and sustain community partnerships to support student achievement.
- **Community Partnerships**: Increase the percentage of partnerships that support college and career readiness.
- **School Governance Councils**: Increase stakeholder diversity to include parents, local businesses, companies, universities, nearby schools, faith-based and civic organizations.
- **Vertical Alignment**: Create a feeder pattern plan to support students at all levels for post-graduation success.

School Partnerships: Increase the percentage of partnerships that support college and career readiness.

Stakeholder Diversity: Increase stakeholder diversity to include parents, local businesses, companies, universities, nearby schools, faith-based and civic organizations.

Community Engagement: Cultivate and sustain community partnerships to support student achievement.

Community Partnerships: Increase the percentage of partnerships that support college and career readiness.

Stakeholder Diversity: Increase stakeholder diversity to include parents, local businesses, companies, universities, nearby schools, faith-based and civic organizations.

Community Engagement: Cultivate and sustain community partnerships to support student achievement.

Vertical Alignment: Create a feeder pattern plan to support students at all levels for post-graduation success.

Fiscal Responsibility: We manage and protect public funds and assets through efficient and effective use of available resources.
# Hamilton E. Holmes Elementary

## Outcomes: What will success look like for our school?

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</tr>
</thead>
<tbody>
<tr>
<td><strong>3rd Grade Literacy</strong></td>
<td>85% of 3rd grade students will read at or above grade level</td>
</tr>
<tr>
<td><strong>5th Grade Math</strong></td>
<td>85% of 5th grade students will be developing, proficient, or distinguished in mathematics</td>
</tr>
<tr>
<td><strong>Balanced Literacy</strong></td>
<td>Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.</td>
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<tr>
<td><strong>Balanced Math Framework</strong></td>
<td>Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems</td>
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<tr>
<td><strong>Teacher Retention</strong></td>
<td>Increase retention of teachers beyond their 5th year</td>
</tr>
<tr>
<td><strong>Parent Engagement</strong></td>
<td>Increase the percentage of families and students who would recommend Hamilton E. Holmes as a place to attend school to a family member or friend.</td>
</tr>
<tr>
<td><strong>School Community Engagement</strong></td>
<td>Create meaningful school engagement opportunities designed to build culture, improve climate, and showcase student work</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>Increase the number of impactful partnerships that align to school goals</td>
</tr>
<tr>
<td><strong>School Governance</strong></td>
<td>Increase the effectiveness of the school governance council</td>
</tr>
<tr>
<td><strong>Community Champions</strong></td>
<td>Cultivate and sustain community champions and volunteers to support student achievement</td>
</tr>
<tr>
<td><strong>Shared Governance</strong></td>
<td>Provide teachers, families, and community stakeholders with a framework that includes information workshops for shared governance</td>
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<tr>
<td><strong>Effective Budgeting</strong></td>
<td>Refine and adjust budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
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## Initiatives: What will we do to achieve success?

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<tr>
<td><strong>Fiscal Responsibility</strong></td>
<td>We manage and protect public funds and assets through efficient and effective use of available resources.</td>
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<td><strong>Staff Leadership Development</strong></td>
<td>Provide staff with the necessary coaching and opportunities to grow as teacher leaders, and enhance their performance with students</td>
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</table>
Hapeville Elementary

**Outcomes:** What will success look like for our school?

- **3rd Grade Literacy**
  85% of 3rd grade students will read at or above grade level.

- **5th Grade English-Language Arts**
  50% of 5th grade students will score proficient or distinguished in ELA

**Initiatives:** What will we do to achieve success?

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Staff Leadership Development**
  Build the capacity of teachers and support staff by developing teacher leaders in a local school leadership cohort.

- **Focus on Culture**
  Define what constitutes a “strong welcoming culture,” instruct and train school and district personnel and assess whether the culture is effectively implemented and practiced in our schools and departments.

- **Climate and Culture**
  Attain and maintain a five star climate rating from the Georgia Department of Education

- **Teacher Retention**
  Increase the retention of teachers beyond their 5th year

- **Partnerships**
  Increase the percentage of schools with impactful partnerships that align to school goals.

- **Family Engagement**
  Increase the percentage of families who feel empowered to support their students’ educational journey.

- **Shared Governance**
  Provide schools, families, and communities with a framework that includes training and coaching for shared governance and ownership through our charter district.

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Community Champions**
  Cultivate and sustain community champions to support student achievement.

- **Transparency and Efficient Management of Local Funds**
  Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.
# Heards Ferry Elementary

## Outcomes: What will success look like for our school?

### 3rd Grade Inquiry
- 100% of 3rd grade students will engage through inquiry-based learning.

### 5th Grade Writing
- 50% of 5th grade students will perform at proficient or distinguished levels in writing on the EOG assessment.

## Initiatives: What will we do to achieve success?

### Program of Inquiry
- Implement instruction that supports the International Baccalaureate Primary Years Program.

### Balanced Literacy Framework
- Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

### Positive Culture
- Work to create a culture where families, students, and staff feel welcomed and appreciated.

### Staff Leadership Development
- Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students.

### School Culture
- Attain and maintain a five-star climate rating from the Georgia Department of Education.

### Teacher Retention
- Increase retention of teachers beyond their 5th year.

### Partnerships
- Increase the number of impactful partnerships that align to school goals.

### Community Champions
- Cultivate and sustain community champions to support student achievement.

### Family Engagement
- Increase the percentage of parents who volunteer their time at HFE.

### New Parent Involvement
- Work to increase the amount of new parent volunteers we have in our school.

### Effective Budgeting
- Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

### Transparent and Efficient Management of Local Funds
- Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.

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**FISCAL RESPONSIBILITY**
We manage and protect public funds and assets through efficient and effective use of available resources.
Ison Springs Elementary

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**
  - 85% of 3rd grade students will read at or above grade level

- **5th Grade Math**
  - 85% of 5th grade students will perform at or above grade level in mathematics

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**
  - Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

- **Balanced Math Framework**
  - Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

- **School Culture**
  - Increase the percentage of parents & staff who would recommend Ison Springs as a quality school to attend

- **Student Leadership**
  - Increase the percentage of students prepared for institutes of higher education and/or the world of work

- **Community Champions**
  - Increase the percentage of impactful partnerships aligned to our school’s plan

- **Parent Engagement**
  - Offer family programming that equips families with new or additional skills, knowledge, resources and confidence.

- **Partnerships**
  - Cultivate and sustain community champions to support student achievement.

- **Family engagement**
  - Increase the percentage of families who feel empowered to support their students’ educational journey

- **Customer Service**
  - Implement a customer service and sensitivity program.

- **Community Champions**
  - Increase the percentage of impactful partnerships aligned to our school’s plan

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Transparency and efficient management of local funds:**
  - Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

- **5th Grade Math**
  - 85% of 5th grade students will perform at or above grade level in mathematics
Lake Forest Elementary

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**
  90% of 3rd graders reading at or above grade level

- **3rd Grade Math**
  75% of 3rd grade students will perform at or above grade level in mathematics

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progress of teacher modeling, guided practice, and student independent learning.

- **Balanced Math Framework**
  Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems.

- **Climate & Culture**
  Increase the percentage of families that are zoned to LFES that elect to enroll in our school.

- **Staff Engagement**
  Increase the percentage of employees that would recommend LFES as a place to work.

- **Lake Forest Branding**
  Branding to promote positive news from the school.

- **Positive Culture**
  Work to create a culture where families, students, and staff feel welcomed and appreciated.

- **Partnerships**
  Increase the percentage of impactful partnerships that align to school goals

- **Family Engagement**
  Increase the percentage of families who feel empowered to support their students’ educational journeys.

- **Community Champions**
  Cultivate and sustain community champions to support student achievement.

- **Parent University**
  Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources, and confidence.

- **Effective budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Transparent and efficient management of local funds**
  Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Council.
North Springs High School

Outcomes: What will success look like for our school?

On-Track-9th Grade
90% of 9th grade students will earn the course credits they need to be on-track for graduation, earning 5 credits and completing Algebra I by the end of 9th grade.

On-Track for Graduation-10th Grade
65% of 10th graders will meet the benchmark for college readiness on the PSAT

Freshman Academy
Provide 9th graders with a small learning community designed to create a safe and positive environment that allows students to acclimate to the rigors of high school.

Professional Learning Communities
Establish educational teams that meet regularly, share expertise and work collaboratively to improve teaching skills and academic performance of student.

Teacher Retention
Increase retention of teachers beyond their 5th year to 59%

School and District Culture
Increase the percentage of families and students who recommend North Springs High School as a place to attend school to a family member or friend

New Teacher Induction Program
Help new teachers improve their effectiveness by proving coaching and mentoring around curriculum, instruction and pedagogy.

Extra-Curricular Programs
Offer and enhance variety of academic and extra-curricular programs that appeal to all stakeholders.

Partnerships
Increase the number of impactful partnerships that align to school goals

Community Engagement
Increase the percentage of parents and students who are engaged and supportive of school-wide initiatives and events and aware of classroom academics.

Community Champions
Cultivate and sustain community champions to support student achievement

Effective Communication
Establish and maintain communication with stakeholders to increase participation in school events and awareness of classroom academics.

Transparency and efficient management of local funds
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.

Effective budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.
Parklane Elementary

Outcomes: What will success look like for our school?

**Third Grade Language Arts**
85% of third graders will score a level 3 or higher as measured by ELA GMAS

**English Learners**
60% of our ESOL students in third grade will move at least one performance band as measured by the Access Assessment

**Balanced Literacy Framework**
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

**WIDA**
Implement components of WIDA’S Standards-based System.

Initiatives: What will we do to achieve success?

**Climate and Culture**
Increase the climate star rating to five stars

**Teacher Retention**
Increase teacher retention to 59%

**Positive Behavior Intervention Supports**
Implement proactive approaches to the behavioral, emotional, academic and cultural development of students.

**Staff Leadership Development**
Provide staff with the necessary opportunities to grow as educators and honor them for producing high quality results.

**Partnerships**
Increase the percentage of impactful partnerships to align to school goals

**Family Engagement:**
Increase the percentage of families who feel empowered to support their students’ educational journeys

**Community Champions**
Cultivate and sustain community champions to support student achievement.

**Parent University**
Offer programs through building initiatives and community partnerships that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

**Effective Budgeting**
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

**Transparent and efficient management of local funds**
Reduce the number of audit findings for student activity funds and ensure effective management of funds between schools and SGC’s

**English Learners**
60% of our ESOL students in third grade will move at least one performance band as measured by the Access Assessment
### Initiatives: What will we do to achieve success?

<table>
<thead>
<tr>
<th>Personalized Learning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide opportunities for students to receive just-in-time direct instruction with an emphasis on varying strategies.</td>
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<th>Balanced Literacy Framework</th>
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<td>Implement proactive approaches to the behavioral, emotional, academic, and cultural development of students.</td>
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<tr>
<th>Parent University</th>
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<tr>
<td>Offer programs that include free courses, family events, and additional skill development, knowledge, resources, and confidence.</td>
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<table>
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<tr>
<th>Community Champions</th>
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<tbody>
<tr>
<td>Cultivate and sustain community champions to support student achievement.</td>
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<tr>
<th>Family Engagement</th>
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<td>Increase the percentage of families who feel empowered to support their students' educational journey.</td>
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### Outcomes: What will success look like for our school?

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<th>Middle School Proficiency</th>
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<tbody>
<tr>
<td>52% of 8th-grade students will score at or above the 50th percentile rank on the IOWA assessment in Math.</td>
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<tr>
<th>8th Grade Literacy</th>
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<tr>
<td>65% of 8th-grade students will read at or above grade level.</td>
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<th>Teacher Retention</th>
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<tbody>
<tr>
<td>50% of teachers will be retained by their 5th year.</td>
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<tr>
<th>Student and District Culture</th>
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<tr>
<td>Attain and maintain a five-star climate rating from the Georgia Department of Education.</td>
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<th>School and District Culture</th>
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<tbody>
<tr>
<td>Provide Stellar Customer Service. Work to create a culture where families, students, and staff feel welcomed and appreciated through customer service training for staff.</td>
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### Strategic Plan 2022

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<tr>
<th>Fulton County Schools</th>
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<tbody>
<tr>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.</td>
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<table>
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<tr>
<th>Effective management of local funds</th>
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<tbody>
<tr>
<td>Reduce the number of audit findings, effective management of funds, and ensure that student activity funds are managed through efficient and effective processes.</td>
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<tr>
<th>Community Collaboration</th>
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<tr>
<td>We engage families, students, and community members in schoolwide decision making.</td>
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<tr>
<th>Fiscal Responsibility</th>
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<tbody>
<tr>
<td>We ensure organizational effectiveness through efficient and effective use of available resources.</td>
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</table>
### Outcomes: What will success look like for our school?

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<th>Initiative</th>
<th>Description</th>
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<tbody>
<tr>
<td><strong>International Baccalaureate</strong></td>
<td>Implement inquiry-based instruction that is interdisciplinary and is assessed in rigorous, real-world contexts.</td>
</tr>
<tr>
<td><strong>8th Grade Literacy</strong></td>
<td>80% of 8th grade students will read at or above grade level</td>
</tr>
<tr>
<td><strong>IOWA Assessment</strong></td>
<td>65% of 8th grade students will score at or above the 50th percentile on the IOWA Assessment in core subject areas</td>
</tr>
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### Initiatives: What will we do to achieve success?

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<td><strong>Balanced Literacy Framework</strong></td>
<td>Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.</td>
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<tr>
<td><strong>Positive Behavior Intervention Support</strong></td>
<td>Sustain a student program aligning behavioral expectations to meaningful student rewards and restorative behavior practices.</td>
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<tr>
<td><strong>Teacher Retention</strong></td>
<td>Increase retention of teachers beyond their 5th year</td>
</tr>
<tr>
<td><strong>Student Achievement</strong></td>
<td>We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.</td>
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<tr>
<td><strong>People and Culture</strong></td>
<td>We provide a welcoming environment and positive school and district culture for students, families and employees.</td>
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<tr>
<td><strong>Community Collaboration</strong></td>
<td>We engage families, community members and civic organizations as active partners.</td>
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<td><strong>Fiscal Responsibility</strong></td>
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### Strategic Plan 2022

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<td><strong>Community Partnerships</strong></td>
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<td><strong>Parent University</strong></td>
<td>Offer programs including courses, family events, and educational activities to equip families with new or additional skills, knowledge, resources, and confidence.</td>
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<td><strong>Teacher Retention</strong></td>
<td>Increase retention of teachers beyond their 5th year</td>
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<td><strong>Parent Engagement</strong></td>
<td>Increase the percentage of families who feel empowered to support their students’ educational journeys</td>
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<tr>
<td><strong>Community Champions</strong></td>
<td>Define project partnership opportunities to support and sustain student achievement.</td>
</tr>
<tr>
<td><strong>School and Parent Engagement</strong></td>
<td>Increase the percentage of families, students, and employees who recommend Ridgeview as a place to attend school and/or to work</td>
</tr>
<tr>
<td><strong>IOWA Assessment</strong></td>
<td>65% of 8th grade students will score at or above the 50th percentile on the IOWA Assessment in core subject areas</td>
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### Effective Budgeting

- **Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.**
Riverwood ICS

Outcomes: What will success look like for our school?

**Student Achievement**
We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.

**Initiatives:**
- On Track for Graduation – 9th Grade Credit
  87% of 9th grade students will earn the course credits they need to be on-track for graduation, earning 5 credits and completing Algebra 1 by the end of 9th grade.
- On Track for Graduation – 10th Grade PSAT
  65% of 10th grade students will meet the benchmark for college readiness on the PSAT

**People and Culture**
We provide a welcoming environment and positive school and district culture for students, families and employees.

**Initiatives:**
- Teacher Retention
  60% of teachers will remain at Riverwood beyond 5 years

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

**Initiatives:**
- Career/Work Ready
  More students graduating with real world experience such as internships, international experiences, application of learning, etc.
- Family Engagement
  Increase the percentage of families who feel empowered to support their students’ educational journeys

**Fiscal Responsibility**
We manage and protect public funds and assets through efficient and effective use of available resources.

**Initiatives:**
- Community Champions
  Cultivate and sustain community champions to support student achievement
- Creating Networks
  Develop a web of support networks for like-minded learning groups

**Outcomes: What will we do to achieve success?**

**Student Focused Learning**
Provide students the tools, strategies and learning environments to build the essential skills necessary to pursue their paths of choice

**Initiatives:**
- Balanced Literacy & Math Framework
  Implement literacy and math instruction that includes a progression of teacher modeling, guided practice and student independent learning.
- Communication & Engagement
  Develop a marketing and engagement plan to increase engagement and family satisfaction
- Staff Leadership Development
  Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

**School District and Culture**
Increase the percentage of families and students who would recommend Riverwood as a place to attend school to a family member or friend

**Initiatives:**
- Communication & Engagement
  Develop a marketing and engagement plan to increase engagement and family satisfaction
- Family Engagement
  Increase the percentage of families who feel empowered to support their students’ educational journeys

**On Track for Graduation – 10th Grade**

**Initiatives:**
- Career/Work Ready
  More students graduating with real world experience such as internships, international experiences, application of learning, etc.
- Family Engagement
  Increase the percentage of families who feel empowered to support their students’ educational journeys

**School District and Culture**
Increase the percentage of families and students who would recommend Riverwood as a place to attend school to a family member or friend

**Initiatives:**
- Communication & Engagement
  Develop a marketing and engagement plan to increase engagement and family satisfaction
- Family Engagement
  Increase the percentage of families who feel empowered to support their students’ educational journeys

**Effective Budgeting**
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

**Initiatives:**
- Creating Networks
  Develop a web of support networks for like-minded learning groups
- Community Champions
  Cultivate and sustain community champions to support student achievement
- Family Engagement
  Increase the percentage of families who feel empowered to support their students’ educational journeys

**On Track for Graduation – 10th Grade**

**Initiatives:**
- Career/Work Ready
  More students graduating with real world experience such as internships, international experiences, application of learning, etc.
- Family Engagement
  Increase the percentage of families who feel empowered to support their students’ educational journeys

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

**Initiatives:**
- Community Champions
  Cultivate and sustain community champions to support student achievement
- Creating Networks
  Develop a web of support networks for like-minded learning groups

**Fiscal Responsibility**
We manage and protect public funds and assets through efficient and effective use of available resources.

**Initiatives:**
- Community Champions
  Cultivate and sustain community champions to support student achievement
- Creating Networks
  Develop a web of support networks for like-minded learning groups

**Effective Budgeting**
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

**Initiatives:**
- Creating Networks
  Develop a web of support networks for like-minded learning groups
- Community Champions
  Cultivate and sustain community champions to support student achievement
- Effective Budgeting
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
Sandy Springs Middle

Outcomes: What will success look like for our school?

- **Middle School Proficiency**
  50% of 8th grade students will score at or above the 50th percentile on the Iowa Assessment in Math.

- **8th Grade Literacy**
  85% of 8th grade students will read at or above grade level.

Initiatives: What will we do to achieve success?

- **Student Focused Learning**
  Provide students the tools, strategies, and learning environment to build the essential skills necessary to pursue their paths of choice.

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

- **Build School and Community Collaboration**
  Solicit ideas and feedback to improve perception of SSCMS.

- **School Culture**
  Strategic focus on a positive working environment.

- **Teacher Retention**
  Obtain a teacher turnover rate of less than 15%.

- **School and District Culture**
  Increase the percentage of families and students that would recommend SSCMS as a school to attend.

- **Community Engagement**
  Increase the community volunteer presence within Sandy Springs Charter Middle School.

- **Community Relations**
  Increase two-way communication and collaboration for all stakeholders.

- **Community Champions**
  Cultivate and sustain community volunteers to support student achievement.

- **Consistent Communication**
  Use of Communication Protocols

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Fiscal Responsibility**
  We manage and protect public funds and assets through efficient and effective use of available resources.

- **School and Community Collaboration**
  Solicit ideas and feedback to improve perception of SSCMS.

- **School Culture**
  Strategic focus on a positive working environment.

- **Community Relations**
  Increase two-way communication and collaboration for all stakeholders.

- **Community Champions**
  Cultivate and sustain community volunteers to support student achievement.

- **Consistent Communication**
  Use of Communication Protocols

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.
### Key Outcomes:

**3rd Grade Literacy**
- 88% of 3rd grade students will read at or above grade level.

**5th Grade Writing**
- 85% of 5th grade students will write at or above grade level.

### Key Initiatives:

**Balanced Literacy**
- Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

**Balanced Literacy**
- Implement writing instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

**School Culture**
- Increase the percentage of families and students who recommend Spalding Drive Elementary as a place to attend school to a family member or friend.

**Staff Engagement**
- Increase retention of teachers beyond their 5th year.

**Partnerships**
- Increase the percentage of impactful partnerships that align to the school goals.

**Family Engagement**
- Increase the percentage of families who feel empowered to support their students’ educational journeys.

**Community Champions**
- Cultivate and sustain community champions to support student achievement.

**Parent University**
- Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence.

### Additional Initiatives:

- **Citizenship**
  - Community-wide program which will focus on inclusion and good citizenship.

- **Teacher Retention**
  - Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students.

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Parent University**
  - Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence.

- **Partnerships**
  - Increase the percentage of impactful partnerships that align to the school goals.

- **Community Champions**
  - Cultivate and sustain community champions to support student achievement.

- **Parent University**
  - Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence.

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.
Tri-Cities High

Outcomes: What will success look like for our School?

On Track Graduation-9th Grade
87% of 9th grade students will earn the course credits they need to be on-track for graduation, earning 5 credits and completing Algebra I by the end of the 9th grade.

On Track Graduation-10th Grade
65% of 10th grade students will meet the benchmark for college readiness on the PSAT in both Math and Evidence-based Reading and Writing.

Initiatives: What will we do to achieve success?

Professional Learning Communities
Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching skills and the academic performance of students.

Data Driven Instruction
Use and analyze data to make informed decisions about teaching and learning.

Teacher Retention
Increase the percentage of teachers who would recommend TCHS as a place to work to a family or friend

Staff Engagement
Increase the percentage of teachers who would recommend TCHS as a place to work to a family or friend

Positive Behavior Intervention Supports
Implement proactive approaches to the behavioral, emotional academic, and cultural development of students.

Staff Recognition
Recognize and honor employees for reaching specific goals or producing high quality results in the workplace.

Partnerships
Increase the number of impactful partnerships at our school aligned to our strategic plan

Family Engagement
Increase the percentage of families who feel empowered to support their students’ educational journeys.

Community Champions
Cultivate and sustain community champions to support student achievement.

Parent University
Offer programs that include free courses, family events, and activities to equip families with new or additional skills, knowledge, resources, and confidence.

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

FISCAL RESPONSIBILITY
We manage and protect public funds and assets through efficient and effective use of available resources.

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

PEOPLE AND CULTURE
We provide a welcoming environment and positive school and district culture for students, families and employees.

STUDENT ACHIEVEMENT
We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.

Transparent and efficient management of local funds
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.
Woodland Elementary

Outcome: What will success look like for our school?

Initiative: What will we do to achieve success?

5th Grade Math
55% of 5th grade students will perform at proficient or distinguished levels in math.

3rd Grade Literacy
88% of 3rd grade students will read at or above grade level.

Student Focused Learning
Use a STEM approach to provide student focused learning in the area of mathematics with real world connections.

Balanced Literacy Framework
Use a balanced literacy framework to provide student focused learning in the areas of writing, reading and phonics.

Parental Engagement
Increase the percentage of parents and teachers who agree families are actively involved at Woodland as evidenced by the GA Health Surveys.

Teacher Recruitment and Retention
Increase retention of teachers beyond their 5th year.

Collaborative Culture
Provide targeted family involvement opportunities that meet their needs.

Developing Capability
Provide staff with opportunities to grow professionally and connect with one another and the school community.

Partnerships
Increase the percentage of impactful partnerships that align to school goals.

Communication
Increase the communication between the school and community and business partners.

Active Communication
Communicate with local community and businesses to update them about Woodland.

Community Advocates
Cultivate and sustain local community members and businesses who actively support and engage with Woodland.

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

Strategic Plan 2022
Northwest
Alpharetta Elementary School

Outcomes: What will success look like for our school?

5th Grade English Language Arts
85% of 5th grade students will perform at proficient or distinguished levels in ELA

5th Grade Math
85% of 5th grade students will perform at proficient and distinguished levels in Math

Initiatives: What will we do to achieve success?

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

School and District Culture
Increase the percentage of families and students who would recommend Alpharetta Elementary School as a place to attend school to a family member or friend

Staff Engagement
Increase the percentage of employees who would recommend Alpharetta Elementary School as a place to work to a family member or friend

Staff Development
Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact school goals

Stellar Customer Service
Work to create a culture where families, students, and staff feel welcomed and appreciated through customer service training

Parent University
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

Partnerships
Increase the number of impactful partnerships that align to school goals

Community Champions
Cultivate and sustain community champions to support student achievement

Family Engagement
Increase the percentage of families who feel empowered to support their students’ educational journey

Effective Budgeting
Reduce the number of audit findings for Student Activity funds and ensure effective management between schools and Student Governance Councils

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

Transparency and Efficient Management of Local Funds
Reduce the number of audit findings for Student Activity funds and ensure effective management between schools and Student Governance Councils

Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources

Communal Collaboration
We engage families, community members, and civil organizations as active partners.

Parent and Student University
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

5th Grade English Language Arts
85% of 5th grade students will perform at proficient or distinguished levels in ELA

5th Grade Math
85% of 5th grade students will perform at proficient and distinguished levels in Math

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

School and District Culture
Increase the percentage of families and students who would recommend Alpharetta Elementary School as a place to attend school to a family member or friend

Staff Engagement
Increase the percentage of employees who would recommend Alpharetta Elementary School as a place to work to a family member or friend

Staff Development
Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

Partnerships
Increase the number of impactful partnerships that align to school goals

Community Champions
Cultivate and sustain community champions to support student achievement

Family Engagement
Increase the percentage of families who feel empowered to support their students’ educational journey

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact school goals

Transparency and Efficient Management of Local Funds
Reduce the number of audit findings for Student Activity funds and ensure effective management between schools and Student Governance Councils

Communal Collaboration
We engage families, community members, and civil organizations as active partners.

Parent and Student University
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence
## Alpharetta High School

### Outcomes: What will success look like for our school?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>On-Track for Graduation</strong></td>
<td>65% of 10th grade students will meet college and career readiness benchmark on the PSAT</td>
</tr>
<tr>
<td><strong>College and Career Readiness</strong></td>
<td>Achieve an A performance rating as indicated by CCRPI</td>
</tr>
<tr>
<td><strong>PSAT Instructional Prep</strong></td>
<td>Implement PSAT strategies throughout the curriculum and provide students and teachers with ERW and Math specific strategies</td>
</tr>
<tr>
<td><strong>Professional Learning Communities</strong></td>
<td>Establish educational teams that meet regularly, share expertise, and work collaboratively, to improve teaching skills and the academic performance of students</td>
</tr>
<tr>
<td><strong>School and District Culture</strong></td>
<td>Increase the percentage of families and students who would recommend Alpharetta High School as a place to attend to a family or friend</td>
</tr>
<tr>
<td><strong>Staff Engagement</strong></td>
<td>Increase the percentage of employees who would recommend Alpharetta High School as a place to work to a family or friend</td>
</tr>
<tr>
<td><strong>Whole Child</strong></td>
<td>Create student opportunities to participate in customized curriculum pathways while focused on student strengths, passions and goals</td>
</tr>
<tr>
<td><strong>Staff Recognition</strong></td>
<td>Recognize and honor employees for reaching specific goals or producing high quality results in the workplace</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>Increase the number of impactful partnerships that align to school goals</td>
</tr>
<tr>
<td><strong>Altruism</strong></td>
<td>Increase the percentage of Alpharetta High School students providing service to the community</td>
</tr>
<tr>
<td><strong>Community Champions</strong></td>
<td>Cultivate and sustain community champions to support student achievement</td>
</tr>
<tr>
<td><strong>Service Opportunities</strong></td>
<td>Establish a greater frequency of service opportunities for all students and staff</td>
</tr>
<tr>
<td><strong>Effective Budgeting</strong></td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
</tr>
</tbody>
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### Initiatives: What will we do to achieve success?

<table>
<thead>
<tr>
<th>Initiative</th>
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<tbody>
<tr>
<td><strong>Fiscal Responsibility</strong></td>
<td>We manage and protect public funds and assets through efficient and effective use of available resources.</td>
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</tbody>
</table>
### Birmingham Falls Elementary School

#### Outcomes: What will success look like for our school?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3rd English Language Arts</td>
<td>Increase the percentage of 3rd grade students achieving a proficient or distinguished level in ELA to the top 3% of the state</td>
</tr>
<tr>
<td>5th Grade Social Studies</td>
<td>Increase the percentage of 5th grade students achieving a proficient or distinguished level in SS to the top 3% of the state</td>
</tr>
<tr>
<td>Student Growth</td>
<td>80% of 5th graders will show typical to high growth in math</td>
</tr>
<tr>
<td>Standards Mastery Framework</td>
<td>Ensure a guaranteed and viable curriculum and deeper personalization of the learning experience for students</td>
</tr>
<tr>
<td>Data Driven Instruction</td>
<td>Use and analyze data to make informed decisions about teaching and learning</td>
</tr>
<tr>
<td>#BEKIND Initiative</td>
<td>Creating a positive school culture that allows students to grow and learn academically and socially.</td>
</tr>
<tr>
<td>School and Community Culture</td>
<td>Increase the percentage of families and students who would recommend Birmingham Falls Elementary School as a place to attend to a family member or friend</td>
</tr>
<tr>
<td>Student Acceptance</td>
<td>Increase the percentage students that feel accepted at Birmingham Falls Elementary School</td>
</tr>
<tr>
<td>Teacher Retention</td>
<td>Increase retention of teachers beyond their 5th year</td>
</tr>
<tr>
<td>Student Engagement</td>
<td>100% of students will develop their own educational journey</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Increase the number of impactful partnerships that align to school goals</td>
</tr>
<tr>
<td>Career Pathways</td>
<td>Increase students involvement in different career pathways in order to develop a personalized career plan</td>
</tr>
<tr>
<td>Community Champions</td>
<td>Cultivate and sustain community champions to support student achievement</td>
</tr>
<tr>
<td>Effective Budgeting</td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
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#### Initiatives: What will we do to achieve success?

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<tr>
<td>#BEKIND Initiative</td>
<td>Creating a positive school culture that allows students to grow and learn academically and socially.</td>
</tr>
<tr>
<td>Staff Leadership Development</td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students</td>
</tr>
<tr>
<td>Community Champions</td>
<td>Cultivate and sustain community champions to support student achievement</td>
</tr>
</tbody>
</table>
Cambridge High School

Outcomes: What will success look like for our school?

- **On-Track for Graduation**
  65% of 10th grade students will meet the college and career readiness benchmark on the PSAT

- **11th Grade Literacy**
  95% of 11th grade students will read at or above grade level

- **On-Track for Graduation**
  98% of 12th grade students graduate with their cohort

Initiatives: What will we do to achieve success?

- **Enrichment and Remediation**
  PAWS provides students opportunities for additional academic support and credit recovery

- **Personalized Learning**
  Provide students with varied instructional strategies, voice & choice, and just-in-time instruction

- **Professional Learning Communities**
  Establish educational teams that meet regularly, share expertise, and work collaboratively during GROWL to improve teaching skills and students’ academic performance

- **School and District Culture**
  Increase the percentage of families and students who would recommend Cambridge High School as a place to attend school to a family member or friend

- **Staff Engagement**
  Increase the percentage of employees who would recommend Cambridge High School as a place to work to a family member or friend

- **Student Support**
  Implement proactive approaches through CLAWS, PAWS, and GROWL to support students’ social, emotional, and academic development

- **Community Outreach**
  Cultivate and sustain relationships throughout the community to support student achievement

- **Parent Outreach**
  Offer programs that include seminars, events, and activities to equip families with new or additional skills, knowledge, resources, and confidence

- **Partnerships**
  Increase the number of impactful partnerships that align to school goals

- **Family Engagement**
  Increase the percentage of parents who strongly agree that they have positive interpersonal relationships at Cambridge High School

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Fiscal Responsibility**
  We manage and protect public funds and assets through efficient and effective use of available resources

- **Transparency and Efficient Management of Local Funds**
  Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between school and School Governance Council
Cogburn Woods Elementary School

Outcomes: What will success look like for our school?

5th Grade English Language Arts
85% of 5th grade students will perform at proficiency or distinguished levels in ELA

Interpersonal Relationships
Increase the percentage of families who strongly agree that their student feels connected to Cogburn Woods Elementary School through interpersonal relationships

Family Engagement
Increase the percentage of families who feel empowered to support their students’ educational journeys

5th Grade Literacy
85% of 5th grade students will read at or above grade level

Staff Connectedness
Increase the percentage of staff members who strongly agree that they are interdependently connected to the school’s strategic initiatives

Partnerships
Increase the number of impactful partnerships that align to school goals

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Positive Behavior Intervention Supports
Implement proactive approaches to the behavioral, emotional, academic and cultural development of students

Community Champions
Cultivate and sustain community champions to support student achievement to offer a wide-range of after school activities

Professional Learning Communities
Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching skills and the academic performance of students

Parent University
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

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

Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

5th Grade Literacy
85% of 5th grade students will read at or above grade level

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Transparency and Efficiency Management of Local Funds
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between school and School Governance Council
Crabapple Crossing Elementary School

Outcomes: What will success look like for our school?

- **3rd Grade English Language Arts**: 85% of 3rd grade students will perform at proficient and distinguished levels in ELA
- **Student Growth**: 85% of 5th grade students will demonstrate typical to high growth in ELA

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- **3rd Grade English Language Arts**: Increase the percentage of students who would recommend Crabapple Crossing Elementary School as a place to attend school to a family member or friend
- **Student Growth**: Increase the percentage of employees who would recommend Crabapple Crossing Elementary School as a place to work to a family member or friend
- **Stakeholder Connections**: Increase engagement with families via technology and face to face interactions
- **Effective Budgeting**: Refine and adjust our modified zero-based budgeting process to ensure resources are used effectively and efficiently to impact district goals
- **Professional Learning Communities**: Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching skills and the academic performance of students
- **Parent University**: Offer programs that include free courses, family events, and activities to equip families with new or additional skills, knowledge, resources and confidence
- **Community Champions**: Cultivate and sustain community champions to support student achievement
- **Parent University**: Offer programs that include free courses, family events, and activities to equip families with new or additional skills, knowledge, resources and confidence
- **Effective Budgeting**: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
### Outcomes: What will success look like for our school?

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<tr>
<th>Initiative</th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>8th Grade Literacy</strong></td>
<td>Increase the percentage of families and students who would recommend Crabapple Middle School as a place to attend school to a family member or friend</td>
</tr>
<tr>
<td><strong>Student Success Skills</strong></td>
<td>Increase the percentage of employees who would recommend Crabapple Middle School as a place to work to a family member or friend</td>
</tr>
<tr>
<td><strong>Balanced Literacy Framework</strong></td>
<td>Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
</tr>
<tr>
<td><strong>Positive Behavior Intervention Supports</strong></td>
<td>Implement proactive approaches to the behavioral, emotional, academic and cultural development of students</td>
</tr>
<tr>
<td><strong>Staff Culture of Growth and Celebration</strong></td>
<td>Incorporate and sustain effective coaching, PLCs and leadership development opportunities to help grow staff and create a positive, winning culture</td>
</tr>
<tr>
<td><strong>Staff Engagement</strong></td>
<td>Increase the percentage of families who would recommend Crabapple Middle School as a place to attend school to a family member or friend</td>
</tr>
<tr>
<td><strong>Family Engagement</strong></td>
<td>Increase the percentage of families who feel empowered to support their students’ educational journeys</td>
</tr>
<tr>
<td><strong>Community Champions</strong></td>
<td>Cultivate and sustain community champions to support student achievement</td>
</tr>
<tr>
<td><strong>Parent University</strong></td>
<td>Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence</td>
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### Initiatives: What will we do to achieve success?

<table>
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<tr>
<th>Initiative</th>
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<tbody>
<tr>
<td><strong>School and District Culture</strong></td>
<td>Increase the percentage of families and students who would recommend Crabapple Middle School as a place to attend school to a family member or friend</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>Increase the number of impactful business partnerships that align with school goals</td>
</tr>
<tr>
<td><strong>Community Collaboration</strong></td>
<td>We engage families, community members and civic organizations as active partners</td>
</tr>
<tr>
<td><strong>Staff Culture of Growth and Celebration</strong></td>
<td>Incorporate and sustain effective coaching, PLCs and leadership development opportunities to help grow staff and create a positive, winning culture</td>
</tr>
<tr>
<td><strong>Communities of Practice</strong></td>
<td>Provide opportunities for faculty and staff to work collaboratively to improve student learning</td>
</tr>
<tr>
<td><strong>Parent Engagement</strong></td>
<td>Increase the percentage of families who feel empowered to support their students’ educational journeys</td>
</tr>
<tr>
<td><strong>Effective Budgeting</strong></td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
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</table>

### Fiscal Responsibility

- **Fiscal Responsibility**: We manage and protect public funds and assets through efficient and effective use of available resources.
### Outcomes: What will success look like for our school?

<table>
<thead>
<tr>
<th>3rd Grade Literacy</th>
<th>5th Grade Math</th>
</tr>
</thead>
<tbody>
<tr>
<td>95% of 3rd grade students will read at or above grade level</td>
<td>80% of 5th grade students will perform at proficient or distinguished levels in Math</td>
</tr>
</tbody>
</table>

### Initiatives: What will we do to achieve success?

<table>
<thead>
<tr>
<th>Balanced Literacy Framework</th>
<th>Staff Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementing literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
<td>Increase percent of employees who would recommend Creek View Elementary School as a place to work to family members or friends</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STEM</th>
<th>Staff Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrate Science, Technology, Engineering, and Mathematics into a cohesive program focused on real-world applications</td>
<td>Recognize and honor employees for reaching specific goals or producing high quality results in the workplace</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Creek View ES Playbook</th>
<th>Effective Communication</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guide used to provide consistent and clear communication and branding for school</td>
<td>Provide families with frequent and effective communication regarding school initiatives and programs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cluster Alignment</th>
<th>Transparant and Efficient Management of Local Funds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Collaborate with Alpharetta HS feeder schools to work cooperatively on strategic goals</td>
<td>Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils</td>
</tr>
</tbody>
</table>

### FISCAL RESPONSIBILITY
We manage and protect public funds and assets through efficient and effective use of available resources.
Elkins Pointe Middle School

Outcomes: What will success look like for our school?

- **Middle School Proficiency**
  - 65% of 8th graders will score at or above the 50th percentile rank on the IOWA assessment

- **8th Grade English Language Arts**
  - 65% of 8th grade students will perform at proficient or distinguished levels in ELA

Initiatives: What will we do to achieve success?

- **Student Focused Learning**
  - Provide students the tools, strategies, and learning environments to build the essential skills necessary to pursue their paths of choice

- **School and District Culture**
  - Increase the percentage of families and students who would recommend Elkins Pointe Middle School as a place to attend school to a family member or friend

- **Staff Engagement**
  - Increase the percentage of employees who would recommend Elkins Pointe as a place to work to a family member or friend

- **Partnerships**
  - Increase the percentage of schools with impactful partnerships that align to school goals

- **Family Engagement**
  - Increase the percentage of families who feel empowered to support their students’ educational journeys

- **Staff Development**
  - Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

- **Smart, Happy, Connected**
  - Teachers and staff will focus on the “Whole Child” so that all students are healthy, safe, engaged, supported, and challenged

- **Community Champions**
  - Cultivate and sustain community champions to support student achievement

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Fiscal Responsibility**
  - We manage and protect public funds and assets through efficient and effective use of available resources.

- **School and District Culture**
  - Increase the percentage of families and students who would recommend Elkins Pointe Middle School as a place to attend school to a family member or friend

- **Staff Engagement**
  - Increase the percentage of employees who would recommend Elkins Pointe as a place to work to a family member or friend

- **Partnerships**
  - Increase the percentage of schools with impactful partnerships that align to school goals

- **Family Engagement**
  - Increase the percentage of families who feel empowered to support their students’ educational journeys

- **Staff Development**
  - Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

- **Smart, Happy, Connected**
  - Teachers and staff will focus on the “Whole Child” so that all students are healthy, safe, engaged, supported, and challenged

- **Community Champions**
  - Cultivate and sustain community champions to support student achievement

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Fiscal Responsibility**
  - We manage and protect public funds and assets through efficient and effective use of available resources.

8th Grade English Language Arts
- 65% of 8th grade students will perform at proficient or distinguished levels in ELA
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<tr>
<th>Outcomes: What will success look like for our school?</th>
<th>Initiatives: What will we do to achieve success?</th>
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<tbody>
<tr>
<td><strong>3rd Grade Literacy</strong> 85% of 3rd grade students will read at or above grade level</td>
<td><strong>Balanced Literacy Framework</strong> Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
</tr>
<tr>
<td><strong>5th Grade Math</strong> 85% of fifth grade students will perform at or above grade level in Math</td>
<td><strong>Student Focused Learning</strong> Provide students the tools, strategies and learning environments to build the essential skills necessary to pursue their paths of choice</td>
</tr>
<tr>
<td><strong>School and District Culture</strong> Increase the percentage of families and students who would recommend Hembree Springs Elementary School as a place to attend school to a family member or friend</td>
<td><strong>Positive Behavior Intervention Supports</strong> Implement proactive approaches to the behavioral, emotional, academic and culture to pursue their paths of choice</td>
</tr>
<tr>
<td><strong>Staff Engagement</strong> Increase the percentage of employees who would recommend Hembree Springs Elementary School as a place to work to a family member or friend</td>
<td><strong>Professional Learning Communities:</strong> Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching skills and the academic performance of students</td>
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<td><strong>Family Engagement</strong> Increase the percentage of families who feel empowered to support their students’ educational journeys</td>
<td><strong>Parent University</strong> Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources, and confidence</td>
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<tr>
<td><strong>Partnerships</strong> Increase the number of impactful partnerships that align with school goals</td>
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<td><strong>Community Champions</strong> Cultivate and sustain community champions to support student achievement</td>
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**Hembree Springs Elementary School**

**Fiscal Responsibility** We manage and protect public funds and assets through efficient and effective use of available resources.
Hopewell Middle School

**Outcomes: What will success look like for our school?**

- **8th Grade English Language Arts**
  85% of 8th graders will perform at proficient or distinguished levels in ELA

- **8th Grade Math**
  85% of 8th graders will perform at proficient or distinguished levels in Math

**Initiatives: What will we do to achieve success?**

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Mustang PRIDE**
  Implement Positive Behavior Intervention Supports to improve the behavioral, emotional, academic, and cultural development of students.

- **Professional Learning Communities**
  Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching and the academic performance of students.

- **Staff Development**
  Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

**School Culture**

Increase the percentage of families and students who would recommend Hopewell Middle School as a place to attend school to a family member of friend

**Staff Engagement**

Increase the percentage of employees who would recommend Hopewell Middle School as a place to work to a family member or friend

**Partnerships**

Increase the number of impactful partnerships that align to school goals

**Community Champions**

Cultivate and sustain community champions to support student achievement

**Effective Budgeting**

Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

**Family Engagement**

Increase the percentage of families who feel empowered to support their students’ educational journey

**Parent University**

Determine the needs of families and provide education that empowers them to support their students

**Transparant and Efficient Management of Local Funds**

Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
Lake Windward Elementary

**Outcomes:**
What will success look like for our school?

- 5th Grade English Language Arts
  - 50% of 5th graders will perform at a distinguished level in ELA

- 5th Grade Math
  - 50% of 5th graders will perform at a distinguished level in Math

**Initiatives:**
What will we do to achieve success?

- Inquiry and Rigor
  - Foster critical thinking and innovative practices in every classroom

- Student Focused Learning
  - Provide students the tools, strategies and learning environments to build essential skills necessary to pursue their paths of choice

- Teacher Retention
  - Increase retention of high performing teachers beyond their fifth year

- New Teacher Induction Program
  - Help new teachers improve their effectiveness by providing coaching and mentoring around curriculum, instruction, and pedagogy

- School and District Culture
  - Increase the percentage of families and students who would recommend Lake Windward Elementary School as a place to attend school to a family member or friend

- Stellar Customer Service
  - Work to create a culture where families, students, and staff feel welcomed and appreciated

- Family Engagement
  - Increase the percentage of families who feel empowered to support their students’ educational journeys

- Public Relations
  - Increase Lake Windward Elementary School’s public relations throughout the community

- LWE University
  - Offer programs that include free courses, family events, and activities to equip families with new or additional skills, knowledge, resources, and confidence

- Public Relations Committee
  - Committee members will increase public awareness of happenings and events at Lake Windward Elementary to increase public participation

- Transparent and Efficient Management of Local Funds
  - Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

- Effective Budgeting
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
Manning Oaks Elementary School

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**: Increase the percentage of families and students who would recommend Manning Oaks Elementary School as a place to attend school to a family member or friend.

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

- **Standards Mastery Framework**: Ensure a guaranteed and viable curriculum and deeper personalization of the learning experience for students.

- **School and District Culture**: Increase the percentage of families and students who would recommend Manning Oaks Elementary School as a place to attend school to a family member or friend.

- **Staff Engagement**: Increase the percentage of employees who would recommend Manning Oaks Elementary School as a place to work to a family member or friend.

- **Family Engagement**: Increase the percentage of families who feel empowered to support their students’ educational journeys.

- **Partnerships**: Increase the number of impactful partnerships that align to school goals.

- **Parent University**: Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence.

- **Community Champions**: Cultivate and sustain community champions to support student achievement.

- **Effective Budgeting**: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

Fiscal Responsibility

We manage and protect public funds and assets through efficient and effective use of available resources.

School and District Culture

3rd Grade Literacy

90% of 3rd grade students will read at or above grade level

Student Growth

80% of students in 5th grade will demonstrate typical to high growth in foundational skills in reading

Balanced Literacy Framework

Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Positive Behavior Intervention Supports

Implement proactive approaches to the behavioral, emotional, academic and cultural development of students

Staff Development

Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

Parent University

Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

Community Champions

Cultivate and sustain community champions to support student achievement

Effective Budgeting

Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

School Governance Councils

Transparent and Efficient Management of Local Funds

Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**: Increase the percentage of families and students who would recommend Manning Oaks Elementary School as a place to attend school to a family member or friend.

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning.

- **Standards Mastery Framework**: Ensure a guaranteed and viable curriculum and deeper personalization of the learning experience for students.

- **School and District Culture**: Increase the percentage of families and students who would recommend Manning Oaks Elementary School as a place to attend school to a family member or friend.

- **Staff Engagement**: Increase the percentage of employees who would recommend Manning Oaks Elementary School as a place to work to a family member or friend.

- **Family Engagement**: Increase the percentage of families who feel empowered to support their students’ educational journeys.

- **Partnerships**: Increase the number of impactful partnerships that align to school goals.

- **Parent University**: Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence.

- **Community Champions**: Cultivate and sustain community champions to support student achievement.

- **Effective Budgeting**: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

Fiscal Responsibility

We manage and protect public funds and assets through efficient and effective use of available resources.

School and District Culture

3rd Grade Literacy

90% of 3rd grade students will read at or above grade level

Student Growth

80% of students in 5th grade will demonstrate typical to high growth in foundational skills in reading

Balanced Literacy Framework

Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Positive Behavior Intervention Supports

Implement proactive approaches to the behavioral, emotional, academic and cultural development of students

Staff Development

Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

Parent University

Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

Community Champions

Cultivate and sustain community champions to support student achievement

Effective Budgeting

Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

School Governance Councils

Transparent and Efficient Management of Local Funds

Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
## Outcomes: What will success look like for our school?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Description</th>
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<tbody>
<tr>
<td>Freshman Flight Program</td>
<td>All 9th grade students will receive targeted instruction and strategies for longitudinal success.</td>
</tr>
<tr>
<td>Student Success Skills</td>
<td>Increase the percentage of students who demonstrate a growth mindset to 70%.</td>
</tr>
<tr>
<td>On-Track for Graduation</td>
<td>67% of 10th grade students meet the College &amp; Career Readiness benchmarks on the PSAT.</td>
</tr>
<tr>
<td>Social Emotional Learning</td>
<td>Milton High School will look to utilize the CASEL SEL framework and integrate the five (5) core competencies into the daily student experience.</td>
</tr>
<tr>
<td>Positive Behavior Intervention Supports</td>
<td>Implement proactive approaches to the behavioral, emotional, academic and cultural development of students</td>
</tr>
<tr>
<td>Interpersonal Relationships</td>
<td>Increase the percentage of families who strongly agree that their student feels connected to Milton High School through interpersonal relationships.</td>
</tr>
<tr>
<td>Staff Engagement</td>
<td>Increase the percentage of employees who would recommend Milton High School as a place to work to a family member or friend.</td>
</tr>
<tr>
<td>Faculty &amp; Staff Recognition</td>
<td>Continue the ongoing faculty and staff appreciation and recognition initiatives with the support of the Milton PTO.</td>
</tr>
<tr>
<td>Community Champions</td>
<td>Cultivate and sustain community champions to support student achievement.</td>
</tr>
<tr>
<td>Partnerships</td>
<td>Increase the number of impactful partnerships that align to school goals.</td>
</tr>
<tr>
<td>Parent Connectedness</td>
<td>Increase the percentage of parents who strongly agree that they are interdependently connected to the schools strategic initiatives.</td>
</tr>
<tr>
<td>Parent University</td>
<td>Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence.</td>
</tr>
<tr>
<td>Effective Budgeting</td>
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<td>Outcomes: What will success look like for our school?</td>
<td></td>
</tr>
<tr>
<td>-----------------------------------------------------</td>
<td></td>
</tr>
</tbody>
</table>
| **3rd Grade Literacy**  
85% of 3rd grade students will read at or above grade level |
| **3rd Grade Math**  
85% of 3rd grade students will demonstrate fluency with numeracy |

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<tr>
<th>Initiatives: What will we do to achieve success?</th>
</tr>
</thead>
</table>
| **Balanced Literacy Framework**  
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning |
| **Balanced Math Framework**  
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems |
| **Positive Behavior Intervention Supports**  
Implement proactive approaches to the behavioral, emotional, academic and cultural development of students |
| **Star Staff Awards**  
Recognize and honor employees for reaching specific goals or producing high quality results in the workplace |

<table>
<thead>
<tr>
<th>Programs: What will families do to support students?</th>
</tr>
</thead>
</table>
| **School and District Culture**  
Increase the percentage of families and students who would recommend Mimosa Elementary School as a place to attend school to a family member or friend |
| **Staff Engagement**  
Increase the percentage of employees who would recommend Mimosa Elementary School as a place to work to a family member or friend |
| **Family Engagement**  
Increase the percentage of families who feel confident in their ability to support their students educational dream |
| **Partnerships**  
Increase the number of impactful partnerships that align with school goals |
| **Parent University**  
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence |
| **Collective Impact Model**  
Form strategic partnerships with community and faith based organizations to support our student achievement literacy goal |

<table>
<thead>
<tr>
<th>Programs: What will families and districts do to support students?</th>
</tr>
</thead>
</table>
| **Transparent and Efficient Management of Local Funds**  
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| **Effective Budgeting**  
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### Mountain Park Elementary School

#### Outcomes: What will success look like for our school?

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<tbody>
<tr>
<td><strong>STUDENT ACHIEVEMENT</strong></td>
<td>We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.</td>
</tr>
<tr>
<td><strong>People and Culture</strong></td>
<td>We provide a welcoming environment and positive school and district culture for students, families, and staff.</td>
</tr>
<tr>
<td><strong>Community Collaboration</strong></td>
<td>We engage families, community members, and civic organizations as active partners.</td>
</tr>
<tr>
<td><strong>Fiscal Responsibility</strong></td>
<td>We manage and protect public funds and assets through efficient and effective use of available resources.</td>
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<td><strong>5th Grade English Language Arts</strong></td>
<td>90 percent of 5th grade students will perform at proficient or distinguished levels in ELA</td>
</tr>
<tr>
<td><strong>School and District Culture</strong></td>
<td>Attain and maintain a five-star climate rating from the Georgia Department of Education</td>
</tr>
<tr>
<td><strong>Teacher Retention</strong></td>
<td>Increase retention of teachers beyond their 5th year</td>
</tr>
<tr>
<td><strong>Partnerships</strong></td>
<td>Increase the number of impactful partnerships that align to school goals</td>
</tr>
<tr>
<td><strong>Community Champions</strong></td>
<td>Cultivate and sustain community champions to support student achievement</td>
</tr>
<tr>
<td><strong>Active Volunteers</strong></td>
<td>Provide opportunities for new and existing families and volunteers to become more knowledgeable about how to support students</td>
</tr>
<tr>
<td><strong>Effective Budgeting</strong></td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
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<tr>
<td><strong>5th Grade Math</strong></td>
<td>90 percent of 5th grade students will perform at proficient or distinguished levels in Math</td>
</tr>
<tr>
<td><strong>Data Driven Instruction</strong></td>
<td>Effectively utilize common formative assessment data to plan targeted small group instruction for math</td>
</tr>
<tr>
<td><strong>Design Thinking</strong></td>
<td>Engage stakeholders in identifying challenges and problem-solving to address them</td>
</tr>
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<td><strong>Community Champions</strong></td>
<td>Cultivate and sustain community champions to support student achievement</td>
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<td><strong>Balanced Literacy Framework</strong></td>
<td>Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning</td>
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<td><strong>Staff Development</strong></td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students</td>
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**5th Grade English Language Arts**
90 percent of 5th grade students will perform at proficient or distinguished levels in ELA

**5th Grade Math**
90 percent of 5th grade students will perform at proficient or distinguished levels in Math

**School and District Culture**
Attain and maintain a five-star climate rating from the Georgia Department of Education

**Teacher Retention**
Increase retention of teachers beyond their 5th year

**Partnerships**
Increase the number of impactful partnerships that align to school goals

**Community Champions**
Cultivate and sustain community champions to support student achievement

**Active Volunteers**
Provide opportunities for new and existing families and volunteers to become more knowledgeable about how to support students

**Effective Budgeting**
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

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1 FULTON
Strategic Plan 2022
New Prospect Elementary School

Outcomes: What will success look like for our school?

Initiatives: What will we do to achieve success?

STUDENT ACHIEVEMENT
We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.

5th Grade English Language Arts
80% of 5th graders will perform at proficient or distinguished levels in ELA

5th Grade Math
80% of 5th graders will perform at proficient or distinguished levels in Math

Professional Learning Communities
Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching skills and the academic growth of students

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

PEOPLE AND CULTURE
We provide a welcoming environment and positive school and district culture for students, families, and employees.

School and District Culture
Increase the percentage of families and students who would recommend New Prospect Elementary School as a place to attend school to a family member or friend

Teacher Engagement
Increase the percentage of employees who recommended New Prospect Elementary School as a place to work to a family member or friend

#experienceNewProspect
Provide stakeholders academic and social experiences from the perspective of a NPE student

Staff Development
Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

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

Partnerships
Increase the number of impactful partnerships that align with school goals

Alpharetta Feeder Engagement
Increase collaboration and participation between Alpharetta schools, families, and community members

Community Champions
Cultivate and sustain community champions to support student achievement

Cluster Alignment
Collaborate with Alpharetta High School feeder schools to work cooperatively on strategic goals

FISCAL RESPONSIBILITY
We manage and protect public funds and assets through efficient and effective use of available resources.

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Transparent and Efficient Management of Local Funds
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

5th Grade Math
80% of 5th graders will perform at proficient or distinguished levels in Math
## Northwestern Middle School

<table>
<thead>
<tr>
<th>Outcomes: What will success look like for our school?</th>
</tr>
</thead>
</table>
| **8th Grade Literacy**  
95% of 8th grade students will read at or above grade level |
| **Student Success Skills**  
100% of students will demonstrate mastery of interpersonal skills |
| **Balanced Literacy Framework**  
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning |
| **Positive Behavior Intervention Supports**  
Implement proactive approaches to the behavioral, emotional, academic, and cultural development of students |

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<th>Initiatives: What will we do to achieve success?</th>
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</table>
| **School and District Culture**  
Increase the percentage of families and students who would recommend Northwestern Middle School as a place to attend school to a friend or family member |
| **Staff Engagement**  
Increase the percentage of employees who would recommend Northwestern Middle School as a place to work to a family member or friend |
| **Stakeholder Connections**  
Increase engagement with families via technology and face to face interactions |
| **Staff Recognition**  
Recognize and honor employees for reaching specific goals or producing high quality results in the workplace |
| **Partnerships**  
Increase the number of impactful partnerships that align to school goals |
| **Family Engagement**  
Increase the percentage of families who feel empowered to support their students’ educational journeys |
| **Community Champions**  
Cultivate and sustain community champions to support student achievement |
| **Parent University**  
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence |
| **Effective Budgeting**  
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals |

| FISCAL RESPONSIBILITY  
We manage and protect public funds and assets through efficient and effective use of available resources. |
Roswell High School

Outcomes: What will success look like for our school?

Graduation Rate
93% of students will graduate within four years

College & Career Readiness
80% of students will complete either academic pathways, work-based learning or TAG internships

On-Track for Graduation
65% of 10th grade students will meet the College & Career Readiness Benchmark on the PSAT

Credit Recovery & Repair Program
Provide opportunities for students missing credits to regain on-track graduation status

Complete Hornet Experience
Provide opportunities for students to have a balanced academic experience

Positive Hornet Progress
Implement PSAT strategies throughout the curriculum and provide students and teachers with ERW and Math specific strategies

Initiatives: What will we do to achieve success?

School & District Culture
Increase the percentage of families and students who would recommend Roswell High School as a place to attend school to a family member or friend

Staff Engagement
Increase the percentage of employees who would recommend Roswell High School as a place to work to a family member or friend

Effective Communication
Provide families with frequent and effective communication regarding school initiatives and programs

Professional Learning Communities
Establish educational teams that meet regularly, share expertise and work collaboratively to improve teaching skills and academic performance of students

Partnerships
Increase the number of impactful partnerships that align to school goals

Family Engagement
Increase the percentage of families who feel empowered to support their students' educational journeys

Community Champions
Cultivate and sustain community champions to support student achievement

Parent University
Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

FISCAL RESPONSIBILITY
We manage and protect public funds and assets through efficient and effective use of available resources.

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Effective Budgeting
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
Roswell North Elementary School

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**: 95% of 3rd grade students will read at or above grade level
- **5th Grade Math**: 95% of 5th grade students will perform at proficient or distinguished levels in Math

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- **Balanced Math Framework**: Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems
- **Staff Engagement**: Increase percent of employees recommending Roswell North Elementary School as a place to work to a family or friend
- **School and District Culture**: Increase percent of families and students recommending Roswell North Elementary School as a place to attend to a family member or friend

- **Partnerships**: Increase the number of impactful partnerships that align to school goals
- **Family Engagement**: Increase the percentage of families who feel empowered to support their students’ education journeys
- **Effective Budgeting**: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
- **Parent University**: Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

- **Community Champions**: Cultivate and sustain community champions to support student achievement
- **Staff Recognition**: Recognize and honor employees for reaching specific goals or producing high quality results in the workplace
- **Effective Communication**: Provide families with frequent and effective communication regarding school initiatives and programs

- **Fiscal Responsibility**: We manage and protect public funds and assets through efficient and effective use of available resources.

- **3rd Grade Literacy**: 95% of 3rd grade students will read at or above grade level
- **5th Grade Math**: 95% of 5th grade students will perform at proficient or distinguished levels in Math

- **Balanced Literacy Framework**: Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning
- **Balanced Math Framework**: Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems
- **Staff Engagement**: Increase percent of employees recommending Roswell North Elementary School as a place to work to a family or friend
- **School and District Culture**: Increase percent of families and students recommending Roswell North Elementary School as a place to attend to a family member or friend

- **Partnerships**: Increase the number of impactful partnerships that align to school goals
- **Family Engagement**: Increase the percentage of families who feel empowered to support their students’ education journeys
- **Effective Budgeting**: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
- **Parent University**: Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

- **Community Champions**: Cultivate and sustain community champions to support student achievement
- **Staff Recognition**: Recognize and honor employees for reaching specific goals or producing high quality results in the workplace
- **Effective Communication**: Provide families with frequent and effective communication regarding school initiatives and programs

- **Fiscal Responsibility**: We manage and protect public funds and assets through efficient and effective use of available resources.
Outcomes: What will success look like for our school?

3rd Grade Literacy
100% of 3rd grade students will read at or above grade level

5th Grade Math
85% of 5th grade students will perform at proficient or distinguished levels in Math

Initiatives: What will we do to achieve success?

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Professional Learning Communities
Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching skills and the academic performance for students

Staff Engagement
Increase the percentage of employees who would recommend Summit Hill Elementary School as a place to work to a family member or friend

School and District Culture
Increase the percentage of families and students who would recommend Summit Hill Elementary School as a place to attend school to a family member or friend

Staff Recognition
Recognize and honor employees for reaching specific goals or producing high quality results in the workplace

The Leader in Me
Teach 21st century leadership and life skills to students and create a culture of student empowerment based on the idea that every child can be a leader

Business Partnerships
Increase the number of impactful business partnerships that align to school goals

Family Partnerships
Increase the number of families who participate as active partners in the school

Business Champions
Cultivate and sustain business champions to support student achievement

Family Champions
Cultivate and sustain family champions to support student achievement

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

Community and District Culture
Increase the percentage of families and students who would recommend Summit Hill Elementary School to a family member or friend

Family Champions
Cultivate and sustain family champions to support student achievement

Family Partnerships
Increase the number of families who participate as active partners in the school

Business Partnerships
Increase the number of impactful business partnerships that align to school goals

Business Champions
Cultivate and sustain business champions to support student achievement

Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Transparent and Efficient Management of Local Funds
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
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<tr>
<td><strong>5th Grade English Language Arts</strong> 75% of 5th grade students will perform at proficient or distinguished levels in ELA</td>
<td><strong>Professional Learning Communities</strong> Establish educational teams that meet regularly, share expertise, and work collaboratively to improve teaching skills and the academic performance of students</td>
</tr>
<tr>
<td><strong>5th Grade Math</strong> 75% of 5th grade students will perform at proficient or distinguished levels in Math</td>
<td><strong>Positive Behavior Intervention Supports</strong> Implement proactive approaches to the behavioral, emotional, academic, and cultural development of students</td>
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<td><strong>School and District Culture</strong> Increase the percentage of families and students that would recommend Sweet Apple Elementary School as a place to attend school to a family member or friend</td>
<td><strong>Staff Development</strong> Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students</td>
</tr>
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<td><strong>Family Engagement</strong> Increase the percentage of families who feel empowered to support their students' educational journeys</td>
<td><strong>Community Champions</strong> Cultivate and sustain community champions to support student achievement</td>
</tr>
<tr>
<td><strong>Staff Engagement</strong> Increase the percentage of employees who would recommend Sweet Apple Elementary School as a place to work to a family member or friend</td>
<td><strong>Effective Communication</strong> Provide families with frequent and effective communication regarding school initiatives and programs</td>
</tr>
<tr>
<td><strong>Partnerships</strong> Increase the number of impactful partnerships that align to school goals</td>
<td><strong>Effective Budgeting</strong> Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
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<td><strong>Transparent and Efficient Management of Local Funds</strong> Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils</td>
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**Sweet Apple Elementary School**
Vickery Mill Elementary School

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**
  85% of 3rd grade students will read at or above grade level

- **5th Grade English Language Arts**
  75% of EL students in 5th grade will score at proficient or distinguished levels in ELA

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Teacher Retention**
  Increase the percentage of teachers beyond their 5th year

- **School and District Culture**
  Increase the percentage families and students who would recommend Vickery Mill Elementary School as a place to attend school to a family or friend

- **New Teacher Induction**
  Help new teachers improve their effectiveness by providing coaching and mentoring around curriculum, instruction and pedagogy

- **Effective Communication**
  Provide families with frequent and effective communication regarding school initiatives and programs

- **Partnerships**
  Increase the number of impactful partnerships that align to school goals

- **Family Engagement**
  Increase the percentage of families who feel empowered to support their students’ educational journeys

- **Community Champions**
  Cultivate and sustain community champions to support student achievement

- **Parent University**
  Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Fiscal Responsibility**
  We manage and protect public funds and assets through efficient and effective use of available resources.

- **Effective Communication**
  Provide families with frequent and effective communication regarding school initiatives and programs

- **Teacher Retention**
  Increase the percentage of teachers beyond their 5th year

- **Partnerships**
  Increase the number of impactful partnerships that align to school goals

- **Family Engagement**
  Increase the percentage of families who feel empowered to support their students’ educational journeys

- **Community Champions**
  Cultivate and sustain community champions to support student achievement

- **Parent University**
  Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Fiscal Responsibility**
  We manage and protect public funds and assets through efficient and effective use of available resources.
Northeast
### Abbotts Hill Elementary School

#### Outcomes: What will success look like for our school?

- **3rd, 4th, & 5th Grade Literacy**
  GA Milestones Reading scores will reflect that 95% of 3rd, 4th and 5th grade students are at or above reading levels by May 2022.

- **Staff Engagement and Satisfaction**
  Increase the percentage of AHE staff that recommends AHE as a place to work.

- **Partnerships**
  Increase the percentage of impactful business partnerships that align with AHE’s school goals.

- **Student Leadership**
  Provide students the opportunity to develop leadership skills.

#### Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and independent student learning.

- **Leadership Development**
  Increase capacity of staff members by engaging in recruitment and mentoring programs.

- **Shared Ownership**
  Provide staff members and PTA with a framework and process that includes training for securing impactful business partnerships.

- **School Culture**
  Enhance school brand and define what constitutes a “strong welcoming culture.”

#### Additional Programs:

- **Parent and Community Champions**
  Develop a process that cultivates and sustains parent and community champions to support student achievement.

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Family Engagement**
  Increase the number of families engaged in school programs and activities.

- **Shared Ownership**
  Provide staff members and PTA with a framework and process that includes training for securing impactful business partnerships.
Autrey Mill Middle

Outcomes: What will success look like for our school?

High School Preparedness
85% of students in 8th grade will be at or above 50th percentile on Math and ELA IOWA test

Middle School Proficiency
85% of students in 8th grade will be at or above 50th percentile on Math and ELA IOWA test

Student-Focused Learning
Utilize AMMS Advisement Program to increase students’ work completion and study/organizational skills

Initiatives: What will we do to achieve success?

School Culture
Encourage staff to build positive relationships with students and stakeholders

School Culture
Increase the percentage of stakeholders who would recommend working at or attending Autrey Mill MS to a family member or friend

Communication
Increase the percentage of stakeholders who feel information is clearly communicated by Autrey Mill MS

Communication
Increase the percentage of stakeholders who feel information is clearly communicated by Autrey Mill MS

Partnerships
Increase meaningful partnerships that support the school’s plan and initiatives

Partnerships
Increase meaningful partnerships that support the school’s plan and initiatives

Family Engagement
Increase the percentage of families who feel empowered to support students’ educational paths

Family Engagement
Increase the percentage of families who feel empowered to support students’ educational paths

Community Champions
Create/maintain community mentorship program

Community Champions
Create/maintain community mentorship program

Family Engagement
Increase school involvement opportunities that support family and student needs

Family Engagement
Increase school involvement opportunities that support family and student needs

Effective budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

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School Governance Councils

Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

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Transparent and efficient management of local funds
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

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<td>Implement balanced literacy and math workshop model of instruction (teacher modeling, guided practice, and student independent learning)</td>
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<td><strong>Social-Emotional Learning</strong></td>
<td>100% of students will learn and practice skills that develop their social-emotional habits of mind</td>
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<td><strong>3rd – 5th grade Literacy and Math</strong></td>
<td>85% or more of students in 3rd – 5th grade will perform at/above grade level on GA Milestones Reading and Math</td>
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<td><strong>School Culture</strong></td>
<td>Achieve and maintain a Climate Rating of 5 on annual CCRPI</td>
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<td>Increase retention of teachers beyond their 5th year</td>
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<td>Implement school-wide social-emotional/success skills program</td>
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<td><strong>Positive Learning Environment</strong></td>
<td>Provide a welcoming environment, positive school culture and maintain academic excellence</td>
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<td><strong>Staff Development</strong></td>
<td>Create and refine the “Barnwell Way”, including expectations and supports for staff at 1, 2-3, 4+ years</td>
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<td><strong>Community Involvement</strong></td>
<td>Incorporate multiple opportunities for community collaboration and partnership</td>
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### Outcomes: What will success look like for our school?

**Academic Benchmarks**  
65% of 10th grade students will meet Math/ERW benchmark on PSAT, showing an increasing % of students who complete 5 credits AND complete Algebra I

**On-Track for Graduation**  
92% (or higher) of Centennial seniors will graduate on time

### Initiatives: What will we do to achieve success?

**Student Focused Learning**  
- Personalized Learning: Provide learning opportunities for student voice & choice and co-planning of learning
- Opportunity tiers to include: Centennial “A-OK” program, AVID, AP, & IB

**Communication Plan**  
PTSA and school administration engagement plan with NELC communications manager

**Professional Development**  
Staff Professional Learning Initiatives

**Community Champions**  
Cultivate and sustain community champions to support student achievement by implementing an annual recognition event to honor the contributions of our faith-based, community, and business partners

**Community Engagement**  
Host one open house and one fundraiser per year dedicated to the MakerSpace.

### Positive Communication

Increase the number of press releases distributed to news outlets highlighting positive stories happening in our school community

### Partnerships

Increase the number of impactful faith-based, community, and business partnerships that align to Centennial's school goals

### Family Engagement

Increase the percentage of families who possess awareness of our MakerSpace labs’ potential for supporting their students’ educational journeys

### Transparent and efficient management of local funds:
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils

### Effective budgeting:
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
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<td><strong>STUDENT ACHIEVEMENT</strong></td>
<td><strong>Course Placement</strong>&lt;br&gt;85% of graduates will take one of the following classes: AP, Dual Enrollment, or finish a CTAE Pathway</td>
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<td><strong>PEOPLE AND CULTURE</strong></td>
<td><strong>CTAE Pathway</strong>&lt;br&gt;80% of graduates who complete a CTAE pathway will pass the end of pathway assessment.</td>
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<td><strong>COMMUNITY COLLABORATION</strong></td>
<td><strong>Student Success Skills</strong>&lt;br&gt;100% of students will master interpersonal skills, as well as strengthen mental &amp; emotional health, needed for college, career, &amp; life success.</td>
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<td><strong>FISCAL RESPONSIBILITY</strong></td>
<td><strong>Hooch Placement Strategy</strong>&lt;br&gt;Ensure 85% of graduates will take one of the following classes: AP, Dual Enrollment, or finish a CTAE Pathway</td>
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<td><strong>Initiatives:</strong></td>
<td><strong>Skill Building</strong>&lt;br&gt;Provide the students the tools, strategies and learning environments to build the essential skills necessary to pursue their paths of choice</td>
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<td><strong>Course Placement</strong></td>
<td><strong>Mental and Emotional Health</strong>&lt;br&gt;Provide resources and opportunities to students to strengthen their mental and emotional health</td>
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<td><strong>School Culture</strong>&lt;br&gt;Will achieve and maintain a 5 star CCRPI School Climate Star Rating.</td>
<td><strong>Metrics Communication</strong>&lt;br&gt;Communicate and monitor metrics of the climate star rating to the community on an ongoing basis.</td>
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<td><strong>Impactful Partnerships</strong>&lt;br&gt;Increase the percentage of impactful community partnerships that align with our mission and vision.</td>
<td><strong>Staff Culture and Environment</strong>&lt;br&gt;Design a clear and tangible vision for the work environment at Chattahoochee, and develop and implement strategies for successful staff culture.</td>
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<td><strong>Family Engagement</strong>&lt;br&gt;Increase the percentage of families that participate in fulfilling our mission and vision.</td>
<td><strong>Parent Advocacy</strong>&lt;br&gt;Create a parent advocacy group to help improve family engagement in addition to a student advocacy group.</td>
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<td><strong>Impactful Partnerships</strong>&lt;br&gt;Increase the percentage of impactful community partnerships that align with our mission and vision.</td>
<td><strong>Create Life Lessons over Lunch</strong>&lt;br&gt;Groups for students and staff members to provide a safe space for our students and staff members to meet and hear from experts.</td>
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Dolvin Elementary School

Outcomes: What will success look like for our school?

3rd Grade Literacy
85% of students will score a 3 or a 4 on ELA milestones

5th Grade Math
85% of students will score a 3 or a 4 on Math milestones

Initiatives: What will we do to achieve success?

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

Student Character Development
Implement proactive approaches to the behavioral, emotional, academic, and cultural development of students

Positive Behavior Intervention Supports
Increase the students’ use of positive social behavior skills

Cultural Awareness
Increase staff and student appreciation and understanding of the cultures at Dolvin

Community Champions
Develop opportunities for cross partnerships to share knowledge and resources in support of school-wide initiatives

Partnerships
Increase impactful partnerships with faith based groups, businesses, and non-profit organizations

Family Engagement
Increase family engagement and build partnerships between families and the school

Dolvin Connects
Dolvin Connects
A monthly family enrichment night

Cultural Awareness
Implement multicultural awareness programs

Effective budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Fiscal Responsibility
We manage and protect public funds and assets through efficient and effective use of available resources.

Positive Behavior Intervention Supports
Increase the students’ use of positive social behavior skills

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

Student Character Development
Implement proactive approaches to the behavioral, emotional, academic, and cultural development of students
Esther Jackson Elementary School

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<td><strong>Literacy</strong> 85% of students will score at or above proficiency on grades 3-5 ELA Milestones by 2022</td>
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<td><strong>Math</strong> 85% of students will score at or above proficiency on grades 3-5 Math Milestones by 2022</td>
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<td><strong>Family Recognition</strong> Increase the opportunities for positive recognition for teachers and staff</td>
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<td><strong>Family Engagement</strong> Offer diverse opportunities that include free courses, family events, and activities to equip families with new or additional skills, knowledge, resources, and confidence</td>
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<td><strong>Community Champions</strong> Cultivate and sustain community champions to support student achievement</td>
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<td><strong>Partnerships</strong> Increase partnerships that match the diversity of our school demographics</td>
<td><strong>Diverse Partnerships</strong> Develop a multicultural volunteer program</td>
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<td><strong>Family Recognition</strong> Increase the opportunities for positive recognition for teachers and staff</td>
<td><strong>Teacher Recognition</strong> Recognize and honor employees for reaching specific goals or producing high quality results in the workplace</td>
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Findley Oaks Elementary School

Outcomes: What will success look like for our school?

- **3rd Grade Literacy**
  - 90% of our 3rd graders will be on or above grade level by 2022 (Lexile)

- **Student Growth**
  - 70% of 4th and 5th grade students will demonstrate typical and/or high growth on the GA Milestones

Initiatives: What will we do to achieve success?

- **Student Focused Learning: Balanced Literacy**
  - Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Personalized Instruction**
  - Customize learning to meet the needs of all students so that all students can achieve and demonstrate academic growth

- **Teacher Retention**
  - Increase the percentage of employees who would recommend Findley Oaks Elementary as a place to work to a family member or friend

- **Positive Recognition**
  - Provide opportunities to recognize students, staff, and stakeholders

- **Staff Development**
  - Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students

- **Positive Relationships**
  - Cultivate and sustain community relationships to support student achievement

- **Parent Involvement**
  - Provide families with a framework that includes workshops and coaching for shared commitment to our school and students

School and District Culture

- **School and District Culture**
  - Increase the percentage of families and students who would recommend Findley Oaks Elementary as a place to attend school to a family member or friend

- **Positive Recognition**
  - Provide opportunities to recognize students, staff, and stakeholders

- **Positive Relationships**
  - Cultivate and sustain community relationships to support student achievement

Partnerships

- **Partnerships**
  - Increase the percentage of impactful partnerships that align to school goals

- **Family Engagement**
  - Increase the percentage of families who are actively supporting and participating in their students' educational journey

- **Parent Involvement**
  - Provide families with a framework that includes workshops and coaching for shared commitment to our school and students

Community Collaboration

- **Community Collaboration**
  - We engage families, community members, and civic organizations as active partners.

Fiscal Responsibility

- **Fiscal Responsibility**
  - We manage and protect public funds and assets through efficient and effective use of available resources.

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Partnerships**
  - Increase the percentage of impactful partnerships that align to school goals

- **Family Engagement**
  - Increase the percentage of families who are actively supporting and participating in their students' educational journey

- **Parent Involvement**
  - Provide families with a framework that includes workshops and coaching for shared commitment to our school and students

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
Haynes Bridge Middle School

Outcomes: What will success look like for our school?
- Middle School Proficiency: 65% of 8th grade students will score at or above the 50th percentile on the Iowa Assessment in core subject areas by 2022
- Student Success Skills: 100% of students will be prepared for High School

Initiatives: What will we do to achieve success?
- Middle School Proficiency: Implement Reading & Writing Workshop and Guided Instruction
- Student Success Skills: Implement AVID schoolwide
- School Culture: PBIS Demonstration School
- Staff Engagement: Increase retention of Proficient and Exemplary teachers
- Partnerships: Increase the percent of impactful partnerships that align with school goals
- Family Engagement: Increase the percentage of families who feel empowered to support their student’s educational journey
- Community Champions: Cultivate and sustain community champions to support student achievement
- Teacher Development: Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with students
- Family Engagement: Provide families with framework that includes training and coaching for shared governance and ownership

Fiscal Responsibility: We manage and protect public funds and assets through efficient and effective use of available resources.
- Transparent and Efficient Management of Local Funds: Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
- Effective Budgeting: Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
### Hillside Elementary School

#### Outcomes: What will success look like for our School?

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<tr>
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<th><strong>Teacher Retention</strong></th>
<th><strong>Partnerships</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>85% of 3rd-5th graders will read at or above grade level</td>
<td>60% of teachers will remain at Hillside beyond their 5th year</td>
<td>Increase the percentage of impactful partnerships</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Social Emotional Support</strong></th>
<th><strong>School Culture</strong></th>
<th><strong>Family Engagement</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>70% of 2nd-5th graders will show reasoning skills through self-reflection</td>
<td>Attain and maintain a five-star climate rating from the Georgia Department of Education</td>
<td>Increase percentage of families who feel empowered to support students’ educational path</td>
</tr>
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<th><strong>Balanced Literacy Framework</strong></th>
<th><strong>Staff Leadership Development</strong></th>
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<tr>
<td>Develop literacy instruction that includes a progression of teacher modeling, guided practice and student independent learning</td>
<td>Provide staff with the necessary coaching and opportunities to grow as educators and enhance their performance with learners.</td>
<td>Cultivate and sustain community champions to support students</td>
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<th><strong>Teacher &amp; Learner Self Reflection Tools</strong></th>
<th><strong>Climate Rating</strong></th>
<th><strong>Parent University</strong></th>
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<tr>
<td>Create a community of reflective thinkers that support and guide all stakeholders through the process of self-assessment and reflection</td>
<td>Maintain a welcoming and positive environment</td>
<td>Offer a balance of online &amp; face to face programming that includes family events and activities to equip families with new or additional skills, resources and confidence.</td>
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<td>Develop literacy instruction that includes a progression of teacher modeling, guided practice and student independent learning</td>
<td>We provide a welcoming environment and positive school and district culture for students, families and employees.</td>
<td>Create a community of reflective thinkers that support and guide all stakeholders through the process of self-assessment and reflection</td>
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<td>Create a community of reflective thinkers that support and guide all stakeholders through the process of self-assessment and reflection</td>
<td>We engage families, community members and civic organizations as active partners.</td>
<td>Increase percentage of families who feel empowered to support students’ educational path</td>
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<td>Offer a balance of online &amp; face to face programming that includes family events and activities to equip families with new or additional skills, resources and confidence.</td>
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### Fiscal Responsibility

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Transparency and Efficient Management of Local Funds**
  Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.
Outcomes:

- **Literacy**
  - Upon promotion from HBMS, 85% of students will read at or above grade level according to GA Milestones.

- **Math**
  - By 2022, 70% of students will have typical to high growth in math (SGP of 41% or higher) according to GA Milestones.

- **IOWA**
  - By 2022, 65% of 8th graders will score above the 50th percentile on IOWA in Math and ELA.

Initiatives:

- **Readers Workshop**
  - An instructional framework that encourages student choice and focuses instruction at each child’s individual level to promote growth, while utilizing all components of a balanced literacy program.

- **Math Instructional Framework**
  - Emphasizes direct instruction, teacher clarity, feedback, and student reflection on their learning and performance.

- **Student-Focused Learning**
  - Provide students the tools, strategies and learning environments to build the essential skills necessary to pursue their paths of choice.

- **Cultural Relevance**
  - Maintain our CCRPI 5-star climate rating by increasing cultural acceptance among students.

- **The Bridge**
  - Increase the percentage of teachers who would identify Holcomb Bridge MS as a positive work environment.

- **LEAP**
  - (Lead Encourage Achieve Perform) mentor/mentee program

- **Staff Recognition**
  - Monthly recognition of staff by admin and colleagues highlighting the great gifts of our diverse staff

- **Robust Partnerships**
  - Increase partners that support/align with school student achievement outcomes.

- **Empowered Parents**
  - Increase percentage of families who feel empowered to support students’ educational path.

- **Partner Alignment**
  - To school student achievement outcomes

- **Educational Path Talks**
  - Student-lead conferences where student and parents have the requisite information to make informed decisions about a student’s chosen path.

- **Effective Budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

- **Transparent and efficient management of local funds**
  - Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.

Holcomb Bridge Middle School
### Outcomes: What will success look like for our school?

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<th>Outcomes</th>
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<tr>
<td><strong>STUDENT ACHIEVEMENT</strong></td>
<td><strong>Teacher Retention</strong> Retain teachers at Medlock Bridge for five years or more</td>
</tr>
<tr>
<td>We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.</td>
<td><strong>Math and Language Arts Growth</strong> 80% of students will demonstrate growth in Math and Language Arts</td>
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<tr>
<td><strong>Community Collaboration</strong></td>
<td><strong>Community Relationships</strong> Strengthen community relationships that have a direct impact on students</td>
</tr>
<tr>
<td>We engage families, community members, and civic organizations as active partners.</td>
<td><strong>Whole Child</strong> 100% of students will participate in Social Emotional Learning experiences preparing them for success in school and life</td>
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<td><strong>FISCAL RESPONSIBILITY</strong></td>
<td><strong>Staff Leadership Development</strong> Provide teachers with opportunities to grow through professional development and empower them to lead through shared decision-making</td>
</tr>
<tr>
<td>We manage and protect public funds and assets through efficient and effective use of available resources.</td>
<td><strong>3rd Grade Literacy</strong> 95% of students will read at or above grade level by the end of 3rd grade</td>
</tr>
<tr>
<td><strong>People and Culture</strong></td>
<td><strong>Quality Communication</strong> Develop a culture of communication, collaboration, growth, and celebration amongst staff, parents, and students</td>
</tr>
<tr>
<td>We provide a welcoming environment and positive school and district culture for students, families and employees.</td>
<td><strong>Social Emotional Learning</strong> Expand PBIS, Social Skills Instruction, and classroom guidance programs</td>
</tr>
<tr>
<td><strong>Teacher Retention</strong> Retain teachers at Medlock Bridge for five years or more</td>
<td><strong>Family Partnerships</strong> Increase and enrich partnership opportunities between families and school</td>
</tr>
<tr>
<td><strong>Math and Language Arts Growth</strong> 80% of students will demonstrate growth in Math and Language Arts</td>
<td><strong>Culture and Climate</strong> Increase the percent of students, staff, and parents who consider our school a safe, welcoming, and positive environment</td>
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<td><strong>Community Relationships</strong> Strengthen community relationships that have a direct impact on students</td>
<td><strong>Effective Budgeting</strong> Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals</td>
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<td><strong>Whole Child</strong> 100% of students will participate in Social Emotional Learning experiences preparing them for success in school and life</td>
<td><strong>Community Champions</strong> Develop a network of business and civic partners that have an active role participating in learning experiences for our students and families</td>
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<td><strong>3rd Grade Literacy</strong> 95% of students will read at or above grade level by the end of 3rd grade</td>
<td><strong>Parent Involvement</strong> Develop and communicate a menu of options for family engagement</td>
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Northview High School

Outcomes: What will success look like for our school?

- **Literacy**
  100% of students will read at or above grade level

- **On-Track for Graduation**
  100% of 9th grade students will earn enough credits (including Algebra I) by the end of their 9th grade year to be on-track for graduation.

Initiatives: What will we do to achieve success?

- **Titan Reads**
  Northview will implement literacy skill and strategies across the curriculum

- **Academic Innovation Committee**
  Academic Innovation Committee will explore and recommend improvements to our supports for 9th grade students

- **The Titan Way**
  Formalize the “Titan Way” program for our staff that includes 1st year, 2-5 year, 5+ programs.

- **Four Pillars**
  Teach our students/community our expectations of character traits that allow our students to achieve success

- **Positive Culture**
  Northview will continue to retain our teachers beyond their 5th year at a rate above the County and NELC average.

- **Four Pillars**
  Increase the percentage of families and students who would recommend Northview as a place to attend school to a family member or friend.

- **Family Engagement**
  Increase the percentage of families who feel empowered to support their students’ educational journeys

- **Impactful Partnerships**
  Increase opportunities for all students to access real world experiences through our partnerships with the Johns Creek business community.

- **Impactful Partnerships**
  Formalize and expand our business partnerships. Explore formal programs/initiatives that would allow expanded access to these experiences

- **Family Engagement**
  Create PTO, Parent University, BCL outreach program, Counseling Evening Workshops

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Fiscally Responsible**
  We manage and protect public funds and assets through efficient and effective use of available resources.
Northwood Elementary

**Student Achievement**
We prepare students with strong academic foundations and the skills needed to navigate life beyond graduation.

**Outcomes:**
- **Student Achievement**: 95% of students in grades 3, 4, and 5 will demonstrate proficiency on ELA Milestones.
- **Beating the Odds**: Maintain “Beating the Odds” distinction thus closing the achievement gap.

**Initiatives:**
- **Student Focused Learning**: Provide students the tools, strategies, and learning environments to build the essential skills necessary to pursue their path of choice through grade level and vertical professional learning communities.
- **Beating the Odds**: Implement the Northwood Learning Framework—a framework that will ensure the development of numeracy and literacy among our students.

**School Culture**
Maintain a school culture where students, staff and families feel consistently safe, included and supported.

**Impactful Partnerships**
Increase impactful partnerships that engage across school initiatives.

**Impactful Partnerships**
Increase school involvement opportunities that consider family and staff needs.

**School Culture**
- **Milestones**: 95% of students in grades 3, 4, and 5 will demonstrate proficiency on Math Milestones.

**Family Engagement**
- **Family Engagement**: Create targeted and transparent communication that provides opportunities for stronger relationships and engagement.

**Impactful Partnerships**
- **Impactful Partnerships**: Promote stronger relationships and engagement between NWES families, students and staff.

**School Culture**
- **PBIS**: Implement proactive approaches to the behavioral, emotional, academic and cultural development of students and maintain full PBIS implementation.

**Impactful Partnerships**
- **Impactful Partnerships**: Increase school involvement opportunities that consider family and staff needs.

**Family Engagement**
- **Family Engagement**: Promote stronger relationships and engagement between NWES families, students and staff.

**School Culture**
- **Staff Development**: Create targeted and transparent communication that provides opportunities for stronger relationships and engagement.

**Effective Budgeting**
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals.

**Fiscal Responsibility**
We manage and protect public funds and assets through efficient and effective use of available resources.
Ocee Elementary

Outcomes: What will success look like for our School?

- **3rd Grade Literacy**: 40% of all 3rd graders will perform in the highest performance band in ELA on state-mandated assessments

- **S.T.E.M.**: 50% of all 5th graders will perform in the highest performance band in science and math on state-mandated assessments

Initiatives: What will we do to achieve success?

- **Balanced Literacy**: Provide evidence-based, explicit literacy instruction; personalized supports; and resources across content areas so each student will achieve above average growth each year

- **S.T.E.M. Focused Instruction**: Through innovative & emerging instructional strategies, develop student knowledge & abilities to apply STEM principles in academic & real-world settings

- **Staff Professional Growth**: Increase the percentage of staff that would recommend Ocee ES as a place to grow professionally and personally

- **Student Leadership**: Leverage school frameworks, curriculum, and mentorship opportunities to build student self-worth, service mindsets, and leadership potential

- **Staff Growth**: Create the conditions for all staff to build their instructional toolbox, leadership capacity, and personal well-being

- **Family Culture**: Increase the percentage of students and parents that would recommend Ocee ES as a place for students to develop as well-rounded citizens

- **Cultural Diversity**: Increase the percentage of students, staff, and community members that would agree Ocee ES acknowledges and celebrates cultural diversity

- **Partnerships**: Increase the number of collective impact projects that support school-wide initiatives

- **Developing Active Partnerships**: Engage parent, community, business, education, and service partners to streamline supports to the academic and cultural goals of the school

- **Cultural Awareness & Celebration**: Leverage instructional resources, students, staff, and community stakeholders to celebrate our cultural differences and similarities

- **Effective Budgeting**: Utilize the FCS modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact school goals

- **3rd Grade Literacy**: Increase the percentage of students, families and employees.

- **Balanced Literacy**: Provide evidence-based, explicit literacy instruction; personalized supports; and resources across content areas so each student will achieve above average growth each year.

- **S.T.E.M. Focused Instruction**: Through innovative & emerging instructional strategies, develop student knowledge & abilities to apply STEM principles in academic & real-world settings.

- **Family Culture**: Increase the percentage of students and parents that would recommend Ocee ES as a place for students to develop as well-rounded citizens.

- **Partnerships**: Increase the number of collective impact projects that support school-wide initiatives.

- **Staff Growth**: Create the conditions for all staff to build their instructional toolbox, leadership capacity, and personal well-being.

- **Student Leadership**: Leverage school frameworks, curriculum, and mentorship opportunities to build student self-worth, service mindsets, and leadership potential.

- **Cultural Diversity**: Increase the percentage of students, staff, and community members that would agree Ocee ES acknowledges and celebrates cultural diversity.

- **Effective Budgeting**: Utilize the FCS modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact school goals.

- **FISCAL RESPONSIBILITY**: We manage and protect public funds and assets through efficient and effective use of available resources.

- **PEOPLE AND CULTURE**: We provide a welcoming environment and positive school and district culture for students, families and employees.

- **COMMUNITY COLLABORATION**: We engage families, community members and civic organizations as active partners.
River Eves Elementary School

Outcomes: What will success look like for our school?

- **Literacy**
  95% of students will be reading at or above grade level in 3rd grade by 2022 (Milestones Assessment)

- **Math**
  By 2022, 70% of all 3rd, 4th, and 5th graders will earn a proficient and distinguished score on Math Milestones

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Balanced Math Framework**
  Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

- **Student Satisfaction**
  Increase the percentage of students who feel connected to River Eves

- **Teacher Satisfaction**
  Increase the percentage of teachers who are satisfied with their experience at River Eves

- **Learning Environment**
  Implement proactive approaches to maintain a safe, clean and fun learning environment

- **Teaching Environment**
  Cultivate an environment to support and recognize teacher innovation, achievement, and creativity

- **Family Engagement**
  Increase positive relationships with families to support their student’s educational experiences by creating a welcoming environment

- **Impactful Partnerships**
  Maintain and create more impactful partnerships: Increase the amount of opportunities partners enhance the learning experience for students

- **Family Engagement**
  Increase the percentage of teachers who are satisfied with their experience at River Eves

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Balanced Literacy Framework**
  Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Balanced Math Framework**
  Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

- **Family Engagement**
  Increase positive relationships with families to support their student’s educational experiences by creating a welcoming environment

- **Effective Budgeting**
  Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals
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<td>We manage and protect public funds and assets through efficient and effective use of available resources.</td>
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**Outcomes: What will success look like for our school?**

- **Literacy**
  - 80% of students will achieve typical or high growth on the English/Language Arts End Of Grade assessment

- **Student Success Skills**
  - 100% of students will respond to challenges in healthy and positive ways

- **Balanced Literacy Framework**
  - Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

- **Wolfpack Time**
  - Provide time each day for small groups of students to build relationships with teachers and peers, to cultivate school pride, and to focus on character education and team building

**Initiatives: What will we do to achieve success?**

- **Family and Culture**
  - Increase the percentage of families and students who would recommend RTMS as a place to attend school to a family member or friend

- **Staff Retention**
  - Increase the percentage of employees who recommend RTMS as a place to work to a family member or friend

- **Outreach Program**
  - Provide student mental health education and parent support workshops

- **Staff Recognition**
  - Recognize and honor employees for reaching specific goals or producing high quality results in the workplace

- **Partnerships**
  - Increase the number of business partners who will participate in achieving the goals of the strategic plan

- **Family Engagement**
  - Increase the percentage of families who feel confident in their abilities to support their students’ educational journey at RTMS

- **Community Champions**
  - Cultivate and sustain community champions to support student achievement

- **Parent Engagement Program**
  - Offer programs that include free courses, family events and activities to equip families with new or additional skills, knowledge, resources and confidence

- **Effective budgeting**
  - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

- **Transparent and efficient management of local funds**
  - Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils
Outcomes: What will success look like for our school?

1. **Literacy**
   - 47% of students in grades 3-5 will score level 4 in ELA on the GA Milestones

2. **Student Growth**
   - 78% of students in ELA and 69% of students in math will make typical and/or high growth on the GA Milestones

Initiatives: What will we do to achieve success?

1. **Balanced Literacy Framework**
   - Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

2. **Balanced Math Framework**
   - Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

3. **Staff Engagement**
   - Increase % of staff that agree and/or strongly agree that they have received relevant professional development

4. **School Culture**
   - All students will be given the opportunity and skill set to work in a collaborative setting

5. **Staff Professional Development**
   - Implement Personalized Professional Development for Staff

6. **Student Social Skills**
   - Focus on the whole child through character development and 21st century skills

7. **Development Community Partners in Learning**
   - Develop a bank of community members that will support our students with real-world connections associated with our Project/Problem Based Learning

8. **Cross Collaboration**
   - Develop opportunities for cross partnerships to share knowledge and resources in support of school-wide initiatives

9. **Partnerships**
   - Increase the number of community members supporting student learning

10. **Community Engagement**
    - Increase the collaboration between our School Governance Council, PTA/PTO, Foundation, and Community Partners

11. **Transparency and Efficient Management of Local Funds**
    - Reduce and/or maintain the number of audit findings for Student Activity Funds and ensure effective management of funds between schools and School Governance Councils

12. **Effective Budgeting**
    - Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals

Shakerag Elementary School
State Bridge Crossing Elementary

Outcomes: What will success look like for our school?

- **3rd grade literacy**
  Increase the percentage (85%) of students reading at or above grade level (levels 3 and 4) as measured by the end of grade assessment

- **Increase Student Growth**
  100% of students will demonstrate at least 35% growth in reading and math

Initiatives: What will we do to achieve success?

- **Balanced Literacy Framework**
  Implement literacy instruction that includes progression of teacher modeling, guided practice, and student independent learning

- **Data Driven Instruction**
  Use and analyze data to make informed decisions about teaching and learning

- **Positive School Climate**
  Increase the percentage of families and employees that would recommend SBCE as a place to work and learn

- **Climate Star Rating**
  Earn and maintain 5-star climate rating

- **Recognition Program**
  Initiate school-wide recognition program for teachers, staff and students

- **Positive Relationships**
  Implement practices focused on building positive student relationship

- **Family Engagement**
  Increase the percentage of families who feel empowered to support their students’ educational journey

- **Community Partners**
  Increase the percentage of impactful partnerships to align to school strategic plan

- **Parent University**
  Provide further opportunities for parents to participate in relevant learning opportunities associated with their child’s academic, social and emotional well-being

- **Mentorship Program**
  Implement a mentorship program to provide students with positive relationships that foster social and emotional skills

- **Community Star Rating**
  Earn and maintain 5-star climate rating

- **Effective Budgeting**
  Reduce the number of audit findings for Student Activity funds and ensure effective management of funds and School Governance Councils

- **Family Engagement**
  Increase the percentage of families who feel empowered to support their students’ educational journey

- **Parent University**
  Provide further opportunities for parents to participate in relevant learning opportunities associated with their child’s academic, social and emotional well-being

- **Mentorship Program**
  Implement a mentorship program to provide students with positive relationships that foster social and emotional skills

- **Community Partners**
  Increase the percentage of impactful partnerships to align to school strategic plan

- **Parent University**
  Provide further opportunities for parents to participate in relevant learning opportunities associated with their child’s academic, social and emotional well-being

- **Mentorship Program**
  Implement a mentorship program to provide students with positive relationships that foster social and emotional skills
## Outcomes: What will success look like for our school?

<table>
<thead>
<tr>
<th>Subject</th>
<th>Goal</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>English/Language Arts</td>
<td>25% of students will earn a distinguished learner score on GA ELA Milestones</td>
<td></td>
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<tr>
<td>Math</td>
<td>37% of students will earn a distinguished learner score on GA Math Milestones</td>
<td></td>
</tr>
<tr>
<td>Literacy</td>
<td>65% of SEC students will read at or above grade level</td>
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</tbody>
</table>

### Initiatives: What will we do to achieve success?

<table>
<thead>
<tr>
<th>Category</th>
<th>Initiative</th>
<th>Details</th>
</tr>
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<tbody>
<tr>
<td>Balanced Literacy Framework</td>
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<tr>
<td>Balanced Math Framework</td>
<td>Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems</td>
<td></td>
</tr>
<tr>
<td>Personalized Learning</td>
<td>Provide opportunities for student voice &amp; choice, choice for demonstrating learning, and co-planning of learning</td>
<td></td>
</tr>
<tr>
<td>Student Engagement</td>
<td>Increase the percentage of students who report high cognitive engagement by five points on the FC personalized learning survey</td>
<td></td>
</tr>
<tr>
<td>Partnerships</td>
<td>Increase the number of impactful partnerships that align to school goals</td>
<td></td>
</tr>
<tr>
<td>Family Engagement</td>
<td>Increase the percentage of families who feel empowered to support their students’ educational journeys</td>
<td></td>
</tr>
<tr>
<td>Community Champions</td>
<td>Cultivate and sustain community champions/protocols to support student achievement</td>
<td></td>
</tr>
<tr>
<td>Ways and Means</td>
<td>Establish an SGC subcommittee to offer programs, events and activities to equip families with new or additional skills, knowledge, resources and confidence</td>
<td></td>
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<tr>
<td>Effective Budgeting</td>
<td>Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively to impact district goals</td>
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*Taylor Road Middle School*

*Balanced Literacy Framework*
Implement literacy instruction including modeling, guided practice, and student independent learning using an anchor text with RACES rubric

*Balanced Math Framework*
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

*Personalized Learning*
Provide opportunities for student voice & choice, choice for demonstrating learning, and co-planning of learning

*Student Engagement*
Increase the percentage of students who report high cognitive engagement by five points on the FC personalized learning survey

*School and District Culture*
Attain and maintain a five-star climate rating from the Georgia Department of Education

*Family Engagement*
Increase the percentage of families who feel empowered to support their students’ educational journeys

*Partnerships*
Increase the number of impactful partnerships that align to school goals

*Community Champions*
Cultivate and sustain community champions/protocols to support student achievement

*Ways and Means*
Establish an SGC subcommittee to offer programs, events and activities to equip families with new or additional skills, knowledge, resources and confidence

*Effective Budgeting*
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively to impact district goals

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*Transparent and efficient management of local funds:*
Reduce the number of audit findings for Student Activity funds and ensure effective management of funds between schools and School Governance Councils.
Wilson Creek Elementary School

Outcomes: What will success look like for our School?

3rd-5th Grade Literacy
80% of students will score proficient or distinguished on the GA ELA Milestones

3rd-5th Grade Math
80% of students will score proficient or distinguished on the GA Math Milestones

Initiatives: What will we do to achieve success?

Balanced Literacy Framework
Implement literacy instruction that includes a progression of teacher modeling, guided practice, and student independent learning

Balanced Math Framework
Implement math instruction that helps students build the computational and conceptual skills needed to solve complex problems

Personalized Staff Learning
Increase personalization of professional learning opportunities for all staff members

Staff Professional Development
Offer an array of staff development options to meet their professional goals

School Culture
Earn 5 stars on the annual Georgia Department of Education School Climate Star rating

Positive School Culture
Implement a variety of programs to support a positive learning and working environment

Family Engagement
Increase family volunteerism and involvement in programs that support student learning and the multi-cultural community

Family Involvement
Provide a range of volunteer opportunities and events to meet the preferences and expertise of our stakeholders

Impactful Partnerships
Further engage meaningful business partnerships that align to school goals

Impactful Partnerships
Further engage meaningful business partnerships that align to school goals

Family Involvement
Provide a range of volunteer opportunities and events to meet the preferences and expertise of our stakeholders

Community Champions
Cultivate and sustain community champions to support student achievement

FISCAL RESPONSIBILITY
We manage and protect public funds and assets through efficient and effective use of available resources.

Transparent and Efficient Management of Local Funds
Reduce the number of audit findings for Student Activity Funds and ensure effective management of funds between schools and School Governance Councils

Effective Budgeting
Refine and adjust our modified zero-based budgeting process to ensure that resources are used effectively and efficiently to impact district goals