

<b>Strategic Goal I: Continous Improvement in Student Achievement</b>						
<b>Performance Measure</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>Target</b>
<b>I.A. Ensure mastery of rigorous curriculum.</b>						
<b>I.A.1. EOG Georgia Milestones-All Students</b>						
% of 3rd graders scoring Proficient and Distinguished on ELA GMAS EOG	21	18%	17%	21%		24
% of 4th graders scoring Proficient and Distinguished on ELA GMAS EOG	19	23%	21%	26%		22
% of 5th graders scoring Proficient and Distinguished on ELA GMAS EOG	25	21%	24%	26%		28
% of 6th graders scoring Proficient and Distinguished on ELA GMAS EOG	25	24%	22%	29%		28
% of 7th graders scoring Proficient and Distinguished on ELA GMAS EOG	22	18%	21%	25%		25
% of 8th graders scoring Proficient and Distinguished on ELA GMAS EOG	28	26%	24%	35%		31
% of 3rd graders scoring Proficient and Distinguished on MATH GMAS EOG	27	24%	23%	28%		30
% of 4th graders scoring Proficient and Distinguished on MATH GMAS EOG	28	25%	26%	28%		31
% of 5th graders scoring Proficient and Distinguished on MATH GMAS EOG	23	17%	20%	20%		26
% of 6th graders scoring Proficient and Distinguished on MATH GMAS EOG	21	23%	19%	17%		24
% of 7th graders scoring Proficient and Distinguished on MATH GMAS EOG	25	26%	26%	32%		28
% of 8th graders scoring Proficient and Distinguished on MATH GMAS EOG	22	22%	15%	16%		25
% of 5th graders scoring Proficient and Distinguished on SCIENCE GMAS EOG	25	23%	26%	21%		28
% of 8th graders scoring Proficient and Distinguished on SCIENCE GMAS EOG	18	8%	15%	15%		21
% of 5th graders scoring Proficient and Distinguished on SOCIAL STUDIES GMAS EOG	24	16%	19%	15%		27
% of 8th graders scoring Proficient and Distinguished on SOCIAL STUDIES GMAS EOG	22	21%	23%	28%		25
<b>I.A.2. EOC Georgia Milestones-All Students</b>						
% of students scoring Proficient and Distinguished on 9th Grade Literature GMAS EOC	33	36%	49%	57%		36%
% of students scoring Proficient and Distinguished on American Literature GMAS EOC	26	27%	30%	32%		29%
% of students scoring Proficient and Distinguished on Algebra I GMAS EOC	17	17%	33%	31%		20%
% of students scoring Proficient and Distinguished on Geometry GMAS EOC	30	28%	30%	36%		33%
% of students scoring Proficient and Distinguished on Biology GMAS EOC	32	27%	38%	39%		35%
% of students scoring Proficient and Distinguished on Physical Science GMAS EOC	21	27%	35%	47%		24%
% of students scoring Proficient and Distinguished on US History GMAS EOC	38	31%	44%	36%		41%
% of students scoring Proficient and Distinguished on Economics GMAS EOC	26	28%	40%	30%		29%
<b>I.B. Ensure all students are college and career ready.</b>						

Performance Measure	15-16	16-17	17-18	18-19	19-20	Target
<b>I.B.1 Graduation Rate</b>						
Graduation Rate (4-year Cohort) - All Students	81.4	75.7%	87.8%	86.9%		84%
Graduation Rate (4-year Cohort) - SWD	70.9	75.7%	68%	72.2%		74%
<b>I.B.2. HOPE Eligibility - % of graduates HOPE Eligible</b>	38	30%	39%	41%		41%
<b>I.B.3. Post-Secondary Outcomes</b>						
% of graduates planning to attend 4-year college	19	47%	50%	51%		29%
% of graduates planning to attend 2-year college	14	24%	28%	28%		24%
% of graduates planning to attend Technical college	6	13%	15%	15%		16%
% of graduates planning to enter Military	need	15%	18%	17%		20%
% of graduates planning to enter Workforce	need	39%	40%	40%		42%
<b>I.B.4. College Readiness</b>						
% of students meeting Both SAT Benchmarks	23	22%	26%	23%		
% of students meeting SAT Math	22	22%	28%	25%		
% of students meeting SAT Evidence-Based Reading & Writing	59	57%	62%	58%		
% of students meeting All ACT Composite Benchmark	13	14%	12%	18%		23%
% of students meeting ACT English	48	49%	53%	62%		56%
% of students meeting ACT Mathematics	19	25%	23%	25%		29%
% of students meeting ACT Reading	31	38%	32%	41%		41%
% of students meeting ACT Science	19	23%	25%	31%		29%
% of students meeting Both PSAT/NMSQT-Grade 10 Benchmarks	15	17%	17%	19%		25%
% of students meeting PSAT-Grade 10 Evidence-Based Reading & Writing	37	43%	43%	43%		47%
% of students meeting PSAT-Grade 10 Math	20	20%	19%	21%		30%
% of students meeting Both PSAT-Grade 8 Benchmarks	16	16%	17%	20%		19%
% of students meeting PSAT-Grade 8 Evidence-Based Reading & Writing	41	38%	40%	40%		44%
% of students meeting PSAT-Grade 8 Math	19	19%	21%	23%		22%
<b>I.B.5. Pathway Completers-% of graduates completing a career, advanced academics, Fine Arts or World Language pathway</b>	83.5%	79.5%	74.0%	73.3%		
<b>I.B.6. End of Pathway Assessment-% of students passing CTAE EOPAs</b>	32.7	37%	40%	N/A		46%
<b>I.B.7. AP/IB/MOWR Program-% of graduates earning AP/IB/Dual-Enrollment credits</b>	50.8	50%	49.5%	59.1%		77%

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I.B.8. IB Diploma-% of graduates earning IB Diploma	71	50%	48%	26%		81%
I.B.9. AP Exams-% of students scoring 3 or higher on AP exams	50	45%	41%	36%		60%
I.B.10. VECA Cohort Retention-% of students graduating in cohort	42	29%	40%	40%		52%
I.B.11. Middle School Advanced Course Options						
% of students enrolled in STEM courses	n/a	26%	41%	41%		
% of students enrolled in Advanced Content courses	32	33%	41%	34%		42
% of students enrolled in High School Courses	6	18%	18%	18%		16
% of students passing Advanced Content courses	97	97%	97%	97%		100%
% of students passing/earning High School credit	97	98%	98%	98%		100%
I.B.12. Lexile Levels-All Students						
% of 3rd grade students meeting CCRPI Lexile Targets on GMAS	37	32%	24%	29%		47%
% of 5th grade students meeting CCRPI Lexile Targets on GMAS	52	56%	37%	42%		62%
% of 8th grade students meeting CCRPI Lexile Targets on GMAS	60	52%	51%	61%		70%
% of student in American Literature meeting CCRPI Lexile Targets on GMAS	45	44%	41%	48%		55%
I.B.13.CCRPI District Ratings						
Elementary	67.3	59.3%	62.1%	66.0%		68.3%
Middle	60.2	56.7%	60.8%	75.6%		61.4%
High	65.2	65.0%	72.4%	71.6%		66.2%
I.C. Provide meaningful, engaging, and effective instructional supports.						
I.C.1. STAR Universal Screening-Spring						
% of students meeting STAR Early Literacy (K) Benchmark	50	42%	58%	N/A		53%
% of students meeting STAR Reading (1-8) Benchmark	47	45%	44%	N/A		50%
% of students meeting STAR Math (1-8) Benchmark	63	60%	61%			66%
I.C.2. Student Growth Percentiles on GMAS ( <i>New calculation for 2018 - NOT comparable to any prior year</i> )						
% of Elementary School students with typical or high growth	55.1	53.1%	50.1%	57.1%		60%
% of Middle School students with typical or high growth	58.4	57.7%	49.2%	63.8%		58%
% of High School students with typical or high growth	56.1	61.4%	57.2%	58.8%		58%
I.C.3. Response to Intervention (RTI)						

Performance Measure	15-16	16-17	17-18	18-19	19-20	Target
% of students passing ELA and Math - Elementary Tier 2/3 Students	N/A	51%	64.0%			
% of students passing ELA and Math - Middle Tier 2/3 Students	N/A	61%	72.0%			
% of students passing ELA and Math - High Tier 2/3 Students	N/A	15%	30			
<b>Strategic Goal II: Superior Support Services</b>						
<b>II.A. Ensure a safe, orderly, and inviting place for students, staff, and parents.</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>Target</b>
II.A.1. % Faculty and staff trained in safety procedures	100	100%	100%	100%		100
II.A.2. Approved safety plans by the Georgia Emergency Management Agency	0	10%	100%	100%		100%
II.A.3. Stakeholders report feeling safe in the school environment on GSHS Survey						
% of Staff	92.7%	91.2%	88.8%	94.5%		90%
% of Students	77.9%	79.2%	76.6%			90%
% of Parents	89.9%	91.7%	89.4%	90.9%		90%
II.A.4. % of Risk management accident claims reported to HR	100	100%	100%	100%		100%
<b>II.B. Ensure effective resource stewardship.</b>						
II.B.1. % of depts with a Positive cash flow at the end of each fiscal year	100	100%	100%	100%		100%
II.B.2. Maintain a 15% fund balance	20	22%	22%	25%		20%
II.B.3. CCRPI Financial Efficiency Star Rating	3.5	3.0%	3.0%			3.5%
II.B.4. Number of audit findings	3	2	1	1		0
II.B.5. Ensure energy efficiency of facilities and technology.	yes	yes	yes	yes		yes
II.B.6. % of on-time pickup and delivery of students being transported	TBD	80%	75%	71%		85%
II.B.7. % of Students participating in breakfast program	49.6	50%	52%	53%		52%
II.B.8. % of Student participating in lunch program	83.5	83%	81%	83%		86%
II.B.9. Cleanliness of buildings and schools	100	90%	100%	88%		100%
<b>II.C. Provide and maintain innovative instructional facilities and technology.</b>						
II.C.1. Desktops in schools-Replace 20% annually	yes	17%	20%	20%		20%
II.C.2. % of Compatible devices for Milestones testing	100	100%	100%	100%		100%
II.C.3. BYOD Access for Students	yes	2046	N/A	N/A		1000
II.C.4. Students using Google Apps/email	yes	2717	Availabl	8461		2000
II.C.5. % of Technology and maintenance requests copleted	80	97%	100%	100%		100%

Performance Measure	15-16	16-17	17-18	18-19	19-20	Target
II.C.6. Annually review and implement the Five Year Facility Plan	yes	yes	yes	yes		yes
<b>Strategic Goal III: High Quality Workforce</b>						
<b>III.A. Recruit and retain a high quality, diverse staff.</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>Target</b>
III.A.1. Staff Turnover - % of turnover among Certified Staff	16%	16%	18%	20%		13%
III.A.2. Staff Turnover - % of turnover among Classified Staff	16%	17%	13.4%	14.9%		13%
III.A.3. Minority Teachers - % of minority teachers	38%	41%	42%	44%		37%
III.A.4. Advanced degrees - % of certified staff with advanced degrees	64.7%	66%	67%	63%		68%
III.A.5. Internal promotions - % of staff promoted within VCS	2.6%	3%	1.4%	3.2%		3%
III.A.6. TAPS Scores - % of staff with scores above the state average	0%	0.00%	0.02%	0%		
III.A.7. LAPS Scores - % of staff with scores above the state average	0%	0.05%	0.00%	0%		
<b>III.B. Provide quality, ongoing professional learning for all staff.</b>						
III.B.1. Annual participation in professional development related to identified needs	100	100%	100%	100%		100%
III.B.2. Staff with specialized endorsements						
ESOL	1.7	2.0%	7.2%	7.0%		4%
Gifted	4	6.6%	21.4%	18.0%		7%
Reading	1	1.2%	8.3%	8.0%		4%
Teacher Leadership	0.1	0.3%	2.9%	2.0%		3%
K-5 Math	0	0.0%	0.0%	0.0%		3%
K-5 Science	0	0.3%	0.3%	0.2%		3%
Coaching	0.1	0.4%	2.8%	1.8%		3%
<b>Strategic Goal IV: Positive Relationships with All Stakeholders</b>						
<b>IV.A. Improve communication, collaboration, and engagement between the district</b>	<b>15-16</b>	<b>16-17</b>	<b>17-18</b>	<b>18-19</b>	<b>19-20</b>	<b>Target</b>
IV.A.1. Use of at least 3 modes of communication for each event	yes	yes	yes	yes		yes
IV.A.2. Social Media - % of increase over prior year						
FaceBook	112%	88%	Not Availabl	Not Availabl		
Instagram	129%	58%	Not Availabl	Not Availabl		
Twitter	24%	19%	Not Availabl	Not Availabl		

Performance Measure	15-16	16-17	17-18	18-19	19-20	Target
IV.A.3. Attendance of stakeholders at academically focused parent involvement activities	TBD	2192	7,898	5,894		
IV.A.4. Title I Parent Surveys	TBD	1664	272	425		
IV.A.5. Stakeholder attendance in decision-making opportunities	TBD	845				
IV.A.6. Establish a baseline participation rate for parent/staff surveys						
Parent - % of annual participation in parent survey	75					
Staff - % of annual participation in staff survey	90	76%				93%
<b>IV.B. Promote a positive culture at each school.</b>						
IV.B.1. Teacher attendance - % of teacher absences (sick, personal)	4.6%	4.3%	4.2%	4.1%		3.5%
IV.B.2. Student Attendance - % of students missing fewer than 6+ days						
Elementary	65.3	51.5%	53%	53%		68%
Middle	59.8	46.9%	43%	43%		64%
High	51.2	51.0%	49%	47%		54%
IV.B.3. Discipline Referrals - % of students with discipline referrals						
Elementary	15.6	15.7%	16.5%	15.4%		12%
Middle	29.2	30.3%	31.9%	30.9%		26%
High	28.8	24.2%	28.6%	26.8%		25%
IV.B.4. Use of ISS and OSS for discipline-Total number of unique students						
Elementary-ISS	557	582	707	606		547
Elementary-OSS	264	311	162	251		254
Middle-ISS	400	358	402	476		390
Middle-OSS	329	380	453	459		319
High-ISS	398	387	463	404		388
High-OSS	274	318	321	335		264
IV.B.5. CCRPI Climate Ratings - Stars by Level						
Elementary	3.2	3.2	4.2	4.2		3.5
Middle	2.5	2.5	2	3		3
High	3	2	3	4		4