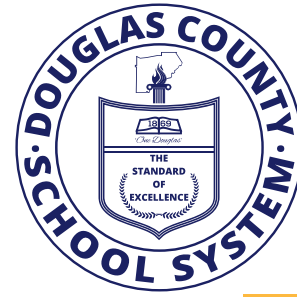


TOGETHER, WE SHAPE THE FUTURE.



VISION

Our VISION is to build a community of lifelong learners who become responsible individuals, independent thinkers and productive citizens in a global society.

MISSION

We will **SERVE** our community with excellence by...

- Helping our students reach their potential as we prepare them for college and career in a safe and supportive environment
- Recruiting, cultivating and retaining the best teachers, staff and administrators
- Providing a challenging curriculum and relevant learning opportunities
- Providing the highest quality instructional resources and tools
- Fostering a culture of continuous improvement

BELIEFS

We **BELIEVE** that we must...

- Understand how children and adults learn and continue learning
- Build communities of lifelong learners
- Cultivate the leadership potential of every employee, student and parent in our school system
- Be creative, energetic visionaries who respond quickly to diverse and evolving issues
- Meet the needs of all stakeholders (students, parents, employees and community)
- Maintain efficient and effective administrative processes for instruction, operations, human resources and sound fiscal management

DOUGLAS COUNTY SCHOOL SYSTEM

P.O. Box 1077, Douglasville, GA 30133
770-651-2000 | dcssga.org

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2021 Douglas County School System Annual Report

The goal of this Annual Report for the Douglas County School System (DCSS) is to provide our stakeholders with an overview of the 2020-2021 school year.

The year was unprecedented in many ways. Due to the global pandemic, all school buildings and offices in the Douglas County School System were closed beginning March 16, 2020. Students and school staff worked from home through online platforms for the remainder of the 2019-2020 school year.

On June 30, 2020, the school system announced a reopening plan for 2020-2021. The plan included three learning options: traditional learning at school; school-based digital learning; and FLEX Academy online learning.

In July 2020, the spread of COVID-19 in Douglas County became substantial. DCSS made the decision to begin the 2020-2021 school year with all students learning remotely. To allow time for schools to distribute a Chromebook or laptop to every student and plan for remote learning, the first day of school was postponed from August 5 to August 17.

Schools were reopened for in-person learning on a staggered schedule in September. Elementary students who signed up for traditional learning began attending in person on September 8, middle school students on September 14 and high school students on September 21. Students attended in person Monday through Thursday, with digital learning at home for all students on Fridays. Approximately 50% of students elected to attend school in person.

Due to federal guidance, the State Board of Education reinstated mandatory state testing for spring 2021, including the Georgia Milestones (GMAS) End of Grade (EOG) and End-of-Course (EOC) assessments. However, virtual students were not required to report to their school building for testing, and many parents in Douglas County and across the state elected for their children not to participate.

Recognizing the learning challenges COVID presented during the 2020-2021 school year, the Georgia Department of Education reduced the percentage that End-of-Course tests counted in a high school student's final grade to 0.01%, and End-of-Grade assessments for grades 3-8 were not utilized for student promotion and retention decisions. The Georgia Department of Education also waived the College and Career Ready Performance Index (CCRPI) for 2021 due to low testing numbers and concerns about instruction and learning during the pandemic. Because of the unprecedented challenges students and teachers faced during 2020-2021 and the low percentage of students who tested, Georgia Milestones data for DCSS is not included in this report.

We hope this 2021 Annual Report conveys the significant accomplishments of our students and staff during a most unusual year. Our staff worked together to provide the best possible education under ever-changing circumstances.



LETTER FROM THE SUPERINTENDENT

It is my pleasure to provide the community with a synopsis of the 2020-2021 school year for the Douglas County School System. Once again, it was a year like no other as we adjusted to our first full school year during the pandemic.

I could not be more proud of the performance of our teachers during 2020-2021. Most of them juggled teaching online and in person all at the same time. They learned and mastered technology they had never encountered before to reach all of their students. They modified lessons and persevered to provide a quality education for all children, whether the students were in front of them in the classroom or at home on a screen. I will be forever grateful for their dedication.

I'm also extremely proud of our Board of Education and technology department. With their foresight, we ordered enough additional Chromebooks very early in the pandemic so that we could meet our goal of One-to-One technology and provide an electronic device to every student at the beginning of the 2020-2021 school year.

With guidance from Cobb & Douglas Public Health, we created a plan for conducting school during COVID-19. We followed the data and established protocols to keep everyone as safe as possible. Our contact tracing procedures were effective, and I am proud to say that we did not close a single school or classroom due to a high transmission rate of COVID.

We were able to restore the non-academic activities for our students that are such an important part of the educational experience. We carried on with athletics, according to protocols set forth by the Georgia High School Association. Our high school teams went to state playoffs in football, softball, volleyball, cheer, cross country, esports, swimming, wrestling, basketball, tennis, soccer, baseball, bass fishing and track. Our high schools held their spring musicals, with the actors singing and dancing in masks. Some of our extracurricular competitions were held virtually, including spelling bees and reading and math competitions. We even learned some innovative new ways to do things that will continue long past the pandemic!

I was especially grateful that the Class of 2021 experienced a traditional graduation in May at their school stadiums.

We recognize that for some of our students, instruction was less than ideal during 2020-2021. Around half of our students elected to participate completely online, which is not the best way for most students to learn. To help offset the learning loss, we held summer school on every campus during the summer of 2021 with a focus on reading and math. We are happy that 96% of our students are learning in person five days a week for 2021-2022, and we are working hard to restore rigor and accelerate our students.

Thank you to our students and families, who trusted us to make the best decisions possible under very difficult circumstances. Parents and staff members may not have agreed with every decision, but they cooperated, and we made it through a year like no other.

Our new tagline is especially relevant in light of the past two years:

TOGETHER, WE SHAPE THE FUTURE.

Our children are our future, and we have important work to do in education. We can accomplish anything if we work together. We have much to celebrate from 2020-2021.

With heartfelt thanks for your support,



TRENT NORTH, SUPERINTENDENT



Seated, left to right: Superintendent Trent North; D.T. Jackson, District II; Standing: Devetrian Caldwell, District I; Tracy Rookard, Chair, District III; Michelle Simmons, Vice Chair, District IV; and Glenn Easterwood, District V.

DCSS HONORED AND PROUD

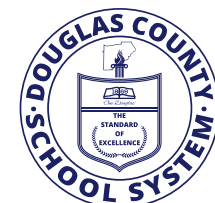
The Douglas County Board of Education was one of 60 school boards in the state honored by the Georgia School Boards Association as a 2021 Exemplary School Board. The designation indicates a high level of commitment from the school board and individual members. There are 181 school districts in Georgia.

ACCREDITATION

The Douglas County School System received its most recent accreditation in June 2017 from AdvancED (now Cognia), an internationally recognized accrediting board that evaluates school systems across the U.S. and 70 other nations.

The overall score for DCSS on AdvancED's evaluation tool was 307.93, well above the average score of 278.94 for all school systems which were evaluated by AdvancED during the prior year.

The school system undergoes accreditation every five years and is looking forward to going through the process again in March 2022.



DCSS STUDENTS AND STAFF

DCSS SCHOOLS

20 Elementary Schools

8 Middle Schools

5 Traditional High Schools

1 Charter School

4 Non-traditional Schools and Programs

- **Academy at CCI** – Full day program offers high school and technical college classes.
- **College and Career Institute (CCI)** – Half-day program offers high school career and technical programs and dual enrollment programs through West GA Technical College.
- **Douglas County Success Center** offers three programs:
 - **Performance Learning Center (PLC)** operates as a full-day program where students learn at their own pace with teachers and an online curriculum to accelerate or catch up on credits.
 - **Advantage Academy** is an alternative program serving middle and high school students who have been removed from the traditional school setting due to disciplinary infractions.
 - **The Newcomer Center** offers middle and high school students who are new to the United States and the English language the opportunity to develop English language skills through rigorous courses in a nurturing environment.
- **FLEX Academy**, established in 2020, is a fully online option for independent learners who desire a more flexible approach to education. Certified DCSS teachers monitor student progress and offer differentiated instructional support.

Average Number of Students Per Instructional Staff	Elementary	Middle	High
Teachers and Paraprofessionals	11.0	13.9	16.3

DCSS STUDENTS AND STAFF

per March 2021 FTE

Students 25,907

Employees 3,247

Certified Staff 2,097

Certified Staff with Advanced Degrees 1,479

17th Largest School District in Georgia

Largest Employer in Douglas County

70% of Employees Reside in Douglas County

Student Expenditure Per Pupil \$11,331

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DCSS FINANCIAL STATEMENT

EXPENDITURES FY 2021

Instruction	\$181,765,954	67.4%
School Administration	\$20,714,261	7.6%
Maintenance and Operations	\$20,294,507	7.5%
Student Transportation	\$11,755,161	4.4%
General Administration	\$11,790,651	4.4%
Pupil Services	\$9,986,118	3.7%
Staff Services	\$13,473,660	5%
Total	\$269,780,312	

DCSS REVENUES 2019-2021

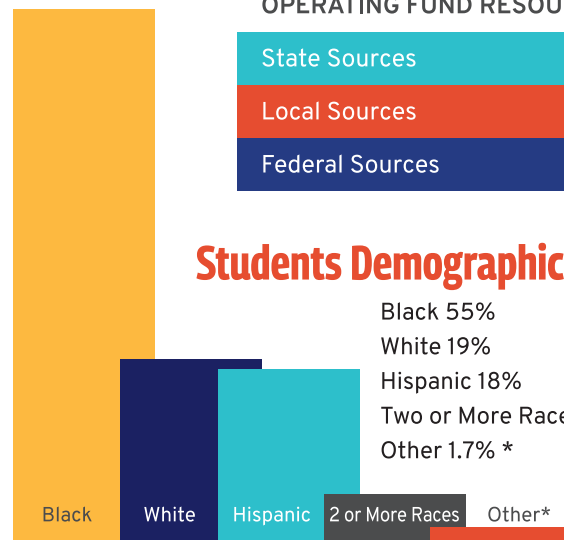
	2018-2019	2019-2020	2020-2021
State	\$166,125,315	169,448,849	160,300,882
Local	\$89,915,650	95,313,734	102,746,549
Federal	\$16,680,516	15,362,916	32,827,355
Total	\$272,721,481	280,125,499	295,874,786

OPERATING FUND RESOURCES FY 2021

State Sources	54.18%
Local Sources	34.73%
Federal Sources	11.10%

Students Demographics

Black 55%
 White 19%
 Hispanic 18%
 Two or More Races 5%
 Other 1.7% *



*Other 1.7% = Asian 1.3%, Pacific Islander .2%, American Indian .2%



DCSS ENHANCEMENTS AND PROJECTS

ESPLOST

On June 9, 2020, the citizens of Douglas County voted to extend ESPLOST by a vote of 71.68%. ESPLOST is the 1% sales tax, collected since 1997, that benefits students and schools. Voters may renew the tax through a referendum every five years, with funds designated for capital projects (construction, buses, technology) or for retiring debt.

Among the ESPLOST projects completed in 2020-2021:

- Payment of bond debt
- Instructional technology, including the purchase of Chromebooks and laptops so that all students could be issued a learning device for the 2020-2021 school year

Upcoming or recently completed ESPLOST projects:

- Douglas County High School stadium renovation, completed in fall 2021
- Performing Arts Center at Alexander High School, groundbreaking in fall 2021
- Multi-purpose sports arena for graduation ceremonies and other events, groundbreaking in late 2021



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Rendering of Alexander High School Performing Arts Center



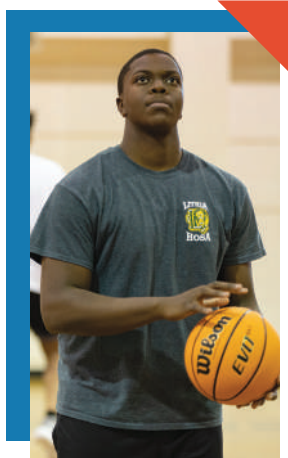
COLLEGE AND CAREER READY

AMERICAN COLLEGE TESTING (ACT)

The ACT is a national college admissions examination that consists of curriculum based subject area tests in the following areas: Mathematics, English, Reading, Science, and an optional writing portion. ACT results are accepted by all 4-year colleges and universities in the United States. The ACT is an achievement test and is scored on a scale from 0 to 36. In Douglas County, 314 students took the ACT in 2021.

ACT SCORES

	English		Mathematics		Reading		Science		Composite	
	State	DCSS	State	DCSS	State	DCSS	State	DCSS	State	DCSS
2021	22.1	18.9	21.9	19.1	23.4	20.8	22.4	20.1	22.6	19.8
2020	21.3	18.7	21.0	18.5	22.5	20.4	21.6	19.4	21.7	19.4
2019	20.9	18.4	20.7	18.4	22.2	20.1	21.2	19.4	21.4	19.2



CENTRAL OFFICE RELOCATION

On October 19, 2020, the Douglas County Board of Education entered an agreement to purchase the former GreyStone Power headquarters at 11490 Veterans Memorial Hwy. in Douglasville. In May 2021, all personnel who worked at the DCSS Central Office, located at 9030 Hwy. 5 since 1986, moved to the new facility. Additional personnel who were stationed at the Murray Educational Center on Hwy. 5 also moved to the new location.

The new facility offers more space and a healthy working environment for employees. Renovations on the first floor of the new Central Office include a suite for human resources, a board room for public meetings and a new professional learning space.

The multi-purpose sports arena, which will be used for graduation ceremonies and other events, will be built on the site of the former Central Office.

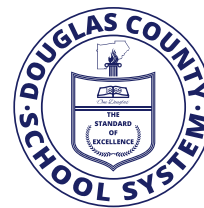
SCHOLASTIC APTITUDE TEST (SAT)

The SAT is a globally recognized college admissions test designed to assess academic readiness for college through student reasoning based on knowledge and skills. The maximum score is 800 for each section for a total possible score of 1600. In 2021, 498 students in Douglas County took the SAT.

SAT SCORES

	Evidence-Based Reading & Writing		Mathematics		Total	
	State	DCSS	State	DCSS	State	DCSS
2021	546	533	531	503	1077	1036
2020	532	518	511	484	1043	1002
2019	533	512	515	487	1048	999

ADDITIONAL STUDENT OPPORTUNITIES



ADVANCED PLACEMENT (AP)

The College Board offers specific AP courses students may elect to take during their high school career. These courses are more rigorous than regular high school courses and prepare students for college academics. At the end of the school year, students may choose to participate in the AP exam. Students may earn a score ranging from 1 to 5, with scores at 3 or above being accepted for college credit at most colleges. The percentage of exams earning a score of 3 or above has increased every year for the past seven years.

PERCENTAGE OF TOTAL EXAMS EARNING A 3, 4, OR 5

	DCSS	GA PUBLIC SCHOOLS	GLOBAL
2021	47.0%	58.0%	54.0%
2020	46.0%	64.1%	64.3%
2019	41.7%	61.6%	59.6%

INTERNATIONAL BACCALAUREATE (IB)

The IB program was established at Douglas County High School in 2007 as a magnet program. The full IB Diploma Program is recognized and respected by the world's leading universities. The chart reflects the percentage of IB students who earned the full IB Diploma.

IB DIPLOMA GRADUATES

	DCSS	GLOBAL
2021	87%	89%
2020	87%	79%
2019	65%	77%

DCSSGA.ORG

DUAL ENROLLMENT

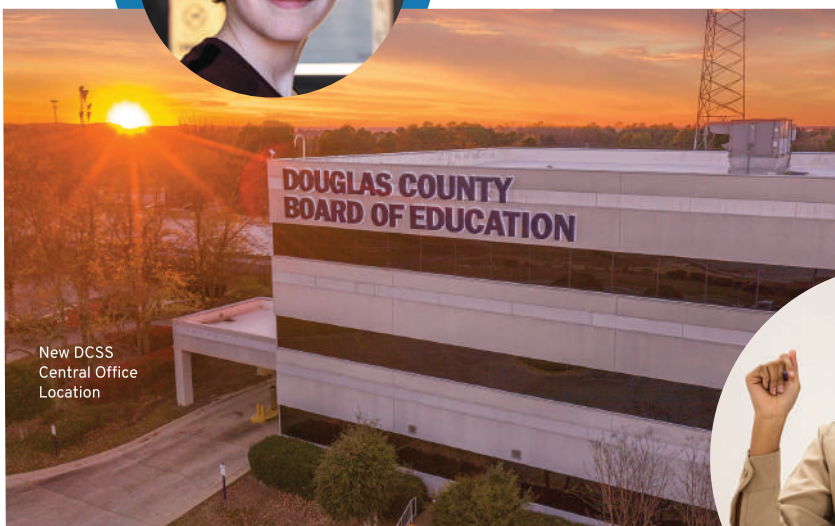
Through Dual Enrollment, students in grades 9-12 who qualify to participate may enroll on a part-time or full-time basis to take college courses. Students receive high school and college credit simultaneously when attending and passing approved college classes. Students participating in Dual Enrollment may graduate from high school with a significant number of college credits or with an associate degree from a college, university, or technical college. Students who take technical college classes may also graduate from high school with a certificate or diploma in a particular area.

West Georgia Technical College	126
University of West Georgia	29
Georgia Highlands College	5
Georgia Institute of Technology	3
Kennesaw State University	2
Albany State University	1
Embry-Riddle Aeronautical University	1
Georgia Military College	1
Georgia Southern University	1
Georgia State University	1
Gwinnett Technical College	1
Middle Georgia State University	1
Total	172

GRADUATION RATE

The DCSS Class of 2021 four-year high school graduation rate of 87.7% once again surpassed the graduation rate for Georgia. Graduation rate is defined as the percentage of students who graduate from secondary school with a regular diploma in the standard number of years.

	DCSS	STATE
Graduation Rates		
2021	87.7%	83.7%
2020	89.4%	83.8%
2019	87.4%	82.0%



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ELEMENTARY SCHOOLS

Annette Winn Elementary School
awes.dcssga.org

Arbor Station Elementary School
ases.dcssga.org

Beulah Elementary School
bees.dcssga.org

Bill Arp Elementary School
baes.dcssga.org

Bright Star Elementary School
bses.dcssga.org

Burnett Elementary School
bues.dcssga.org

Chapel Hill Elementary School
ches.dcssga.org

Dorsett Shoals Elementary School
dses.dcssga.org

Eastside Elementary School
eses.dcssga.org

Factory Shoals Elementary School
fses.dcssga.org

Holly Springs Elementary School
hses.dcssga.org

Lithia Springs Elementary School
lses.dcssga.org

Mason Creek Elementary School
maes.dcssga.org

Mirror Lake Elementary School
mlses.dcssga.org

Mt. Carmel Elementary School
mces.dcssga.org

New Manchester Elementary School
nmes.dcssga.org

North Douglas Elementary School
ndes.dcssga.org

South Douglas Elementary School
sdes.dcssga.org

Sweetwater Elementary School
swes.dcssga.org

Winston Elementary School
wes.dcssga.org

MIDDLE SCHOOLS

Chapel Hill Middle School
chms.dcssga.org

Chestnut Log Middle School
clms.dcssga.org

Factory Shoals Middle School
fsms.dcssga.org

Fairplay Middle School
fms.dcssga.org

Mason Creek Middle School
mcms.dcssga.org

Stewart Middle School
sms.dcssga.org

Turner Middle School
tms.dcssga.org

Yeager Middle School
yms.dcssga.org

NON-TRADITIONAL SCHOOLS AND PROGRAMS

Academy at CCI
cci.dcssga.org

College and Career Institute (CCI)
cci.dcssga.org

Douglas County Success Center
dcva.dcssga.org

HIGH SCHOOLS

Alexander High School
Liberal Arts College Preparatory and
AP Capstone Magnet
ahs.dcssga.org

Chapel Hill High School
Advanced Placement (AP) Magnet
chhs.dcssga.org

Douglas County High School
International Baccalaureate
(IB) Magnet
dchs.dcssga.org

Lithia Springs High School
STEM Academy Magnet
lshs.dcssga.org

New Manchester High School
Fine Arts Magnet
nmhs.dcssga.org

CHARTER SCHOOL

Brighten Academy
brightenacademy.com

ONLINE

FLEX Academy
flex.dcssga.org

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