



2021-2025 STRATEGIC PLAN OGLETHORPE COUNTY SCHOOL SYSTEM

Excellence for every student, every day!

FY21: Please note that these results should be considered in the context of this year's pandemic-related learning disruptions, particularly when making longitudinal comparisons.

Strategic Improvement Plan Goal Area: Student Readiness, Learning, and Achievement

Performance Objective: Strengthen college, career, and life preparedness

Performance Measures (with unit of measure)	Baseline	Target Year 2021	Target Year 2022	Target Year 2023
Maintain the graduation rate (CCRPI, 4 year cohort)	94.8%	94.8% 96.4%	94.8%	94.8%
Increase the percent of students completing a pathway.	79.84%	80%	81%	82%

Name of Initiative: Career Awareness

District Leader Responsible for Oversight: CTAE Director

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Hold career awareness events	Counselor	Number of students involved in career events	Community/ business partnerships	January – May, 2022
Offer life skills lessons that focus on real life experiences (banking, paying bills, etc.)	High School Principal	Schedule for lessons to be taught	Curriculum/ materials for lessons	August, 2021 – May, 2022

Performance Objective: Increase student performance

Performance Measures (with unit of measure)	Baseline *FY19 Growth	Target Year 2021	Target Year 2022	Target Year 2023
Increase the percentage of students meeting growth projection on the MAP Reading in the following grades:				
Kindergarten	75%	75% 54%	75%	81%
1st Grade	82%	82% 48%	82%	88%
2nd Grade	44%	44% 53%	50%	50%
3rd Grade	47%	47% 49%	50%	53%
4th Grade	41%	41% 38%	50%	47%
5th Grade	42%	42% 58%	58%	48%
6th Grade	55%	55% 44%	50%	61%
7th Grade	54%	54% 58%	58%	60%

Performance Measures (with unit of measure)	Baseline *FY19 Growth	Target Year 2021	Target Year 2022	Target Year 2023
8th Grade	57%	57% 63%	63%	63%
9th Grade	60%	60% 53%	53%	66%
10th Grade	63%	63% 45%	50%	69%
11th Grade	60%	60% 39%	50%	66%

Performance Measures (with unit of measure)	Baseline	2021	2022	2023
Increase the percentage of students meeting growth projection on the MAP Math in the following grades:				
Kindergarten	85%	85% 60%	85%	91%
1st Grade	87%	87% 76%	87%	93%
2nd Grade	74%	74% 50%	50%	80%

Performance Measures (with unit of measure)	Baseline	2021	2022	2023
3rd Grade	54%	54% 48%	50%	60%
4th Grade	56%	56% 33%	50%	62%
5th Grade	54%	54% 47%	50%	60%
6th Grade	77%	80% 71%	71%	86%
7th Grade	76%	76% 71%	71%	82%
8th Grade	72%	72% 68%	68%	78%
9th Grade	57%	57% 46%	50%	63%
10th Grade	42%	42% 48%	50%	48%
11th Grade	49%	49% 49%	50%	55%

Performance Measures (with unit of measure)	Baseline	2021	2022	2023
Increase the Pass/Promotion Rate (Due to the pandemic, very few students were retained in FY20)	N/A	Baseline		
Increase the pass rate on end of pathways assessment (EOPAs) (previous year's CCRPI)	79.84%	80% No FY20 CCRPI	81%	82%

Name of Initiative: Literacy				
District Leader Responsible for Oversight: Coordinator of Curriculum, Instruction, and Supports (CCIS)				
Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Implement Guided Reading in grades K-6.	CCIS	Reading Levels; MAP Growth Report	Leveled <i>books</i> ; Professional learning,	August, 2021 – May, 2022
Implement daily phonics or phonemic awareness instruction in grades K-2.	Building Administrators	Schedule; Waterford Reports; MAP Growth Report	Phonics program; Professional learning	August, 2021 – May, 2022
Implement research-based interventions with fidelity.	MTSS Coordinator	MTSS Spreadsheets; MAP Growth Report	Staff; Interventions; Materials to implement interventions; Professional learning	August, 2021 – May, 2022

Name of Initiative: Math**District Leader Responsible for Oversight:** Coordinator of Curriculum, Instruction, and Supports (CCIS)

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Explore the new math standards to prepare for implementation.	CCIS	Sign in sheets for professional learning	Professional learning,	August, 2021– May, 2022
Develop/revise curriculum maps to align with new math standards	Building Administrators	Sign in sheets for curriculum maps; curriculum maps	Professional learning Substitutes/stipends	December, 2021 - May, 2022
Develop/revise units to align with new math standards	Building Administrators	Sign in sheets for unit writing/ revisions; units	Professional learning	December, 2021 – May, 2022
Monitor student progress and revise units as needed.	Building Administrators	Revised units	Substitutes/ stipends	August, 2022 – June, 2023

Performance Objective: Increase rigor and engagement in all courses and grade levels.

Performance Measures (with unit of measure)	Baseline FY19	2021	2022	2023
Increase the percentage of students scoring in the High Average and High categories on the Spring administration of the MAP Reading.		*Baseline 38.08%	40%	42%
Increase the percentage of students scoring in the High Average and High categories on the Spring administration of the MAP Math.		*Baseline 38.76%	40%	42%
Increase the number of advanced content or AP/on-site Dual Enrollment courses offered.		0 Honors Chemistry	+2 additional sections	+1 additional sections/course

*The MAP norms have been updated, so in order to make comparisons from one year to the next Spring 2021 data will be the baseline.

Name of Initiative: Rigor and Engagement**District Leader Responsible for Oversight:** Coordinator of Curriculum, Instruction, and Support

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Use the design qualities in instruction to increase student engagement.	Principals	Lesson plans; Walkthroughs	Coaching; Calendar with Design Quality focus for the month	September, 2021 – March, 2022
Increase the number of specialists (content, program, technology) through endorsements.	Coordinator of Curriculum, Instruction, and Supports (CCIS)	Number of teachers with endorsements; Professional learning forms	Registration fee; travel	August, 2021 – May, 2022
Strengthen PLCs (item analysis and formative assessments)	CCIS, Instructional Specialist	PLC minutes/agendas; Professional learning forms	Professional learning	August, 2021 – May, 2022

Strategic Improvement Plan Goal Area: Culture and Climate

Performance Objective: Provide emotional support

Performance Measures (with unit of measure)	Baseline	2021	2022	2023	2024
Increase the % of staff members who report that they can identify emotional and mental health concerns.	N/A	Baseline 67.7%	70%		
Increase the % of staff members who report that they have access to resources to address emotional needs of students.	N/A	Baseline 38.3%	40%		
Increase the % of SEL practices used in the classroom.	N/A	Baseline 68.6%	70%		

Name of Initiative: Social Emotional Support**District Leader Responsible for Oversight: Social Emotional Learning Specialist**

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Research K-5 and 6-12 SEL curriculum/best practices that instruct students and teachers on the importance of emotional health.	SEL Specialist	Best practices	Sample curriculum	August, 2021 – May, 2022
Implement mental health awareness trainings for teachers and parents.	SEL Specialist	Agenda; Sign in Sheets	Speakers; SEL Specialist	August, 2021 – May, 2022
Distribute a monthly SEL newsletter that provides links to resources and wrap around services for the emotional development and mental health of all students	SEL Specialist	List of resources and services	N/A	August, 2021 – May, 2022
Organize a district wide informational session for service providers.	SEL Specialist	Flyer; Pictures of fair; List of providers	Community agencies	January – May, 2022

Performance Objective: Provide social support.

Performance Measures (with unit of measure)	Baseline	2021	2022	2023
Increase the % of students who report they are involved in a school-based organized extracurricular activity outside of the school day.	N/A	Baseline Not addressed	Baseline	
Increase the # of opportunities for students to provide input.	2 out of 4 schools have a Student Council	1 additional opportunity Video	1 additional opportunity	1 additional opportunity

Name of Initiative: Social Support**District Leader Responsible for Oversight:** Social Emotional Learning Specialist

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Determine the # of students involved in a school-based organized extracurricular activity outside of school.	Middle School/High School Counselor	Results	N/A	May, 2022
Survey students to determine activities they would like to participate in outside the school day.	Counselor	Survey Results	Survey	October – December, 2021
Provide opportunities for student voice to be heard and considered at each school.	Principals	Meeting Agendas Surveys List of opportunities for student voice	N/A	August, 2021 – May, 2022
Implement No Place for Hate.	SEL Counselors	Sign-in sheet; Agendas	No Place for Hate materials	September, 2021 – May, 2022

Performance Objective: Provide behavioral support

Performance Measures (with unit of measure)	Baseline	2021	2022	2023
Utilize a universal behavioral screener to identify students who may need behavioral support.	Yes	Yes Yes	Yes	Yes
Increase the number of teacher/staff trained in behavior strategies.		Baseline 1 school trained all teachers in Love and Logic		
Decrease # of office referrals leading to ISS and OSS. (measured by unduplicated student count per discipline action Student Record Report DIS020 - #20 and #30).	*OSS: 85 ISS: 266 Total: 351	-1%: 347 OSS: 43 ISS: 146 Total: 289	-1%: 344	-1%: 341

*Due to the pandemic, students were only in face to face instruction 3 quarters of the FY20 year; therefore, FY19 discipline data is used for the baseline.

Name of Initiative: Behavior Support**District Leader Responsible for Oversight: MTSS Coordinator**

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Strengthen schoolwide positive behavior supports to improve student engagement.	School MTSS Coordinator	Sign in Sheets/Agendas	Interventions; trainings	August, 2021 – May, 2022
Implement a formal Check-in/Check-Out program for Tier 2 and 3 needs at each school.	Counselors	Sign in Sheets/ Agendas; List of students on Check in/ Check out	Check in/ Check out training	August, 2021 – May, 2022
Revise, utilize, and monitor a multi-tier system of supports for behavior.	MTSS Coordinator	agendas / sign in sheets	Interventions	August, 2021 – May, 2022

Strategic Improvement Plan Goal Area: Family and Community Engagement

Performance Objective: Improve System-Wide Communication

Performance Measures (with unit of measure)	Baseline FY20	2021	2022	2023	2024
Decrease the percent of parents that express concern over the lack of communication. (Parent Climate Survey # 14)	9.2%	9% 13.2% overall Principal: 15.0% Teacher: 11.4%	13%	12%	11%

Name of Initiative: Public Relations Plan**District Leader Responsible for Oversight: Central Office Admin.**

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Maintain up-to-date school and district websites.	Principals; Central Office	Screenshots	Refresher on website training	August, 2021 – May, 2022
Maintain a system-wide calendar color coding for each school.	Parent Liaison	Calendar	Schools' individual calendars; Refresher on website training	August – October, 2021
Explore the development of a school system app.	Technology Supervisor; Director of Human Resources	Plans/quotes for the app	Personnel Time and materials	August, 2021 – May, 2022

Strategic Improvement Plan Goal Area: Family and Community Engagement
Performance Objective: Enhance the School-Wide Mentoring Program

Performance Measures (with unit of measure)	Baseline	2021	2022	2023	2024
Increase the number of active mentors (staff and community members) in mentoring programs.	N/A	Baseline Not addressed	Baseline		

Name of Initiative: Certified Mentoring Program**District Leader Responsible for Oversight: Social Emotional Learning Specialist**

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Counselors hold quarterly PLCs to focus on mentoring programs with a district facilitator.	Social Emotional Learning Specialist	Agendas, minutes, and sign-in sheets	Meeting site; facilitator; mentoring program/training protocol	August, 2021 – May, 2022
Have protocols/trainings for mentors.	Social Emotional Learning Specialist	Number of enrolled; number of people completed program; survey	mentoring resources	August, 2021 – May, 2022
Explore mentoring/partnership with high school students, businesses, and local colleges/universities.	Social Emotional Learning Specialist	Number of mentoring/partnerships	Business/College/University participants	August, 2021 – May, 2022
Develop flyer for mentors/vounteers on mandated reporting	Director of Human Resources	Flyer	Mandated reporting resource	August, 2021

Strategic Improvement Plan Goal Area: Recruitment, Retention, and Growth

Performance Objective: Provide professional learning on data analysis and delivery of instruction

Performance Measures (with unit of measure)	Baseline	2021	2022	2023	2024
Increase the percentage of participants who report they have engaged in actual data analysis.		Baseline Not surveyed	Baseline		
Increase the percent of teachers implementing professional learning concepts throughout the district (as reported by administrators).		Baseline Not addressed	Baseline		

Name of Initiative: Professional learning**District Leader Responsible for Oversight:** Coordinator of Curriculum, Instruction, and Supports (CCIS)

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Conduct data analysis three times a year using MAP results.	MTSS Coordinators; Principals	Sign in Sheet; PL materials	Materials for data analysis PL	August, 2021 – May, 2022
Incorporate design qualities and Formative Assessment Instructional Strategies in lesson planning.	Principals	Sample lesson plans	Consultant; Professional learning	August, 2021 – May, 2022

Strategic Improvement Plan Goal Area: Recruitment, Retention, and Growth

Performance Objective: Plan for the continuity of the organization's success

Performance Measures (with unit of measure)	Baseline	2021	2022	2023	2024
Increase the percentage of supervisors/leaders staff with a continuity plan		Baseline Not addressed	Baseline		

Name of Initiative: Continuity Plans**District Leader Responsible for Oversight:** Director of Human Resources

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Identify critical positions for transition with special emphasis on those closest to retirement.	Director of Human Resources	List of employees	N/A	January – May, 2022
Instruct targeted employees including team leaders to begin compiling files to include a chronology of year’s activities and critical resources (specialized equipment or programs) for successor.	Director of Human Resources	Document outlining procedures Steps for Team Leader	N/A	August, 2021 – May, 2022
Identify potential leaders and provide opportunities to shadow current leaders as appropriate to learn processes.	Principals	Potential leaders and shadowing possibilities	Professional learning on potential new roles	August, 2021 – May, 2022

Strategic Improvement Plan Goal Area: Recruitment, Retention, and Growth

Performance Objective: Recruit and retain highly effective staff

Performance Measures (with unit of measure)	Baseline	2021	2022	2023	2024
Increase the retention of highly effective staff. (Percent of TKES Level III teachers who are retained).	95.16%	95.20% 95.8%	95.25%	95.5%	95.75%

Name of Initiative: Retention of Highly Effective Staff**District Leader Responsible for Oversight:** Director of Human Resources

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Produce and disseminate a pamphlet highlighting the benefits of OCSS.	Director of Human Resources	Document outlining procedures	Photos and infographics highlighting OCSS	August, 2022 – May, 2023
Study local supplements in surrounding areas to see if adjustments are necessary.	Director of Human Resources	Surrounding area supplements	Possible increase in supplements	August, 2021 – May, 2022

Strategic Improvement Plan Goal Area: Fiscal and Operational Responsibility

Performance Objective: Continue Five Year Facility Plan

Performance Measures (with unit of measure)	Baseline	2021	2022	2023
Percent of facilities updated with outside security lighting.	50%	50% 50%- OCPS/OCHS	75%	100%
Percent of facilities with updated wireless capabilities.	0%	50% 50%	100%	100%

Name of Initiative: Update wireless capabilities

District Leader Responsible for Oversight: Technology Director

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Order and install technology devices as outlined in the 5 year Technology Refresh Plan.	Technology Director	Devices; inventory	E-Rate and local funding; technology staff	August – November, 2021 (Year 1 & 2 of Refresh Plan)

Strategic Improvement Plan Goal Area: Fiscal and Operational Responsibility

Performance Objective: Enhance Safety and Appearance, Improve Facility Security

Performance Measures (with unit of measure)	Baseline	2021	2022	2023
Percentage of respondents who report a favorable perception of facilities' cleanliness and maintenance (Parent Climate Survey Question # 20, Personnel Survey Questions #18, 20, and 21).	96.4%	96% 98.2%	96%	96%

Name of Initiative: Improvement of Custodial Services

District Leader Responsible for Oversight: Custodian Supervisor

Action Steps	Person(s) Responsible for Action Steps	Data that will be collected	Resources	Timeline
Athens Janitorial will meet with principals to discuss expectations for cleanliness.	Custodian Supervisor	Sign in sheets	Athens Janitorial	July, 2021
Meet with custodians to train and review inspection results.	Custodian Supervisor	Monthly inspections; Sign in sheets	Athens Janitorial led trainings and inspections	Monthly August, 2021 – May, 2022