

**Catoosa County Schools**  
**Strategic Plan 2022-2027**  
**Balanced Scorecard**

**Strategic Objective 1:**

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

Indicator	Baseline	2022		2023		2024		2025		2026		Indicator Source
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
% Proficient in Literacy at Elementary Level	59.61%	59.61%		64.00%		67.00%		70.00%		72.00%		CCRPI: System Readiness Literacy
% Proficient in Literacy at Middle School Level	68.22%	68.22%		72.00%		74.00%		76.00%		78.00%		CCRPI: System Readiness Literacy
% Proficient in Literacy at High School Level	66.49%	66.49%		69.00%		71.00%		73.00%		74.00%		CCRPI: System Readiness Literacy
% Scoring at Proficient or Distinguished Level in ELA at Elementary Level	48.01%	48.01%		52.00%		55.00%		57.00%		60.00%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in ELA at Middle School Level	50.97%	50.97%		53.00%		56.00%		58.00%		60.00%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in ELA at High School Level	54.84%	54.84%		57.00%		60.00%		63.00%		65.00%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in Math at Elementary Level	46.33%	46.33%		50.00%		53.00%		56.00%		59.00%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in Math at Middle School Level	56.40%	56.40%		59.00%		62.00%		65.00%		67.00%		CCRPI: System Content Mastery
% Scoring at Proficient or Distinguished Level in Math at High School Level	52.59%	52.59%		55.00%		58.00%		61.00%		63.00%		CCRPI: System Content Mastery
% of Schools Scoring At or Above the State CCRPI Score	50.00%	50.00%		56.00%		62.00%		68.00%		75.00%		CCRPI Score (Elem., Middle, High)
% Scoring at Beginning Learning Level in ELA at Elementary Level	17.86%	17.86%		15.00%		12.00%		10.00%		9.00%		CCRPI: System Content Mastery

% Scoring at Beginning Learning Level in ELA at Middle School Level	17.14%	17.14%		15.00%		12.00%		10.00%		9.00%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in ELA at High School Level	16.44%	16.44%		15.00%		12.00%		10.00%		9.00%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in Math at Elementary Level	15.83%	15.83%		14.00%		12.00%		10.00%		9.00%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in Math at Middle School Level	11.47%	11.14%		10.00%		9.00%		8.00%		7.00%		CCRPI: System Content Mastery
% Scoring at Beginning Learning Level in Math at High School Level	18.97%	18.97%		17.00%		15.00%		12.00%		10.00%		CCRPI: System Content Mastery
% of 12th Grade Students Earning Accelerated Enrollment via Dual Enrollment or Advanced Placement	44.80%	44.80%		46.00%		48.00%		49.00%		50.00%		CCRPI: System Readiness Unbenchmarked Rate
% of Students Who Participate in an AP Exam and Score at Level 3 or Higher	29.56%	30.00%		33.00%		35.00%		38.00%		40.00%		Local Data Calculation: CollegeBoard Website
% Scoring at Distinguished Learning Level in ELA at Elementary Level	12.38%	12.38%		14.00%		16.00%		18.00%		20.00%		CCRPI: System Content Mastery
% Scoring atDistinguished Learning Level in ELA at Middle School Level	11.01%	11.01%		13.00%		15.00%		18.00%		20.00%		CCRPI: System Content Mastery
% Scoring at Distinguished Learning Level in ELA at High School Level	12.80%	12.80%		15.00%		17.00%		19.00%		20.00%		CCRPI: System Content Mastery
% Scoring at Distinguished Learning Level in Math at Elementary Level	9.50%	9.50%		12.00%		15.00%		18.00%		20.00%		CCRPI: System Content Mastery
% Scoring atDistinguished Learning Level in Math at Middle School Level	17.68%	17.68%		19.00%		21.00%		23.00%		25.00%		CCRPI: System Content Mastery
% Scoring at Distinguished Learning Level in Math at High School Level	15.13%	15.13%		17.00%		19.00%		21.00%		23.00%		CCRPI: System Content Mastery

<b>% of High School Seniors Completing a Pathway</b>	78.90%	80.00%		81.00%		82.00%		83.00%		84.00%		CCRPI: System Readiness
<b>% of Students Meeting the College and Career Readiness Benchmarks</b>	61.30%	62.00%		64.00%		66.00%		67.00%		69.00%		CCRPI: System Readiness
<b>% of Students Graduating within 4 Years</b>	89.61%	90.00%		91.00%		92.00%		93.00%		94.00%		Graduation Rate: CCRPI or State Report

## Strategic Objective 2:

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

Indicator	Baseline	2022		2023		2024		2025		2026		Indicator Source
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Develop a training plan for substitute teachers	50%	60%		100%		100%		100%		100%		Development of training videos
SRO in each school	9/16	9/16		12/16		14/16		16/16		16/16		School SRO's
PBIS Tier 2 Implementation	10/17	13/17		17/17		17/17		17/17		17/17		PBIS Year End Report
PBIS Tier 3 Implementation	0/17	5/17		10/17		13/17		17/17		17/17		PBIS Year End Report

**Strategic Objective 3:**

***Recruit, develop, retain, and reward a premier workforce***

Indicator	Baseline	2022		2023		2024		2025		2026		Indicator Source
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Number of teachers who leave the system within 5 years	2	2		1		1		0		0		Local calculation based on teachers who resign each year
Percent of assistant principals who are participating in or who have completed Aspiring Leaders training	76%	76%		84%		88%		92%		100%		Local calculation of number of assistant principals completing or participating in program
Number of teachers who leave our school district to work in another local school district	20	18		16		14		12		10		Local report of reasons for leaving school district

Strategic Objective 4:

*Encourage stakeholder engagement by maintaining strong partnerships with families, businesses, faith-based groups and community organizations to provide a system of support for students and adults*

Indicator	Baseline	2022		2023		2024		2025		2026		Indicator Source
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Stakeholder Engagement / LSGT Training	0%	33%		66%		100%		100%		100%		System website/ LSGT Training
Communication and Outreach / Life Skills 101 Event	0%	0%		0%		0%		100%		100%		Meeting Agendas and Event Plan
Communication and Outreach/Market College and Career Academy	12%	12%		35%		62%		88%		100%		CCA Website and Marketing Brochures
	1 video	1 video		3 videos		5 videos		7 videos		8 videos		
Partnership Development/ Internships for each CCA Pathway	0%	0%		10%		25%		50%		100%		WBL and YAP Reports

Strategic Objective 5:

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

Indicator	Baseline	2022		2023		2024		2025		2026		Indicator Source
		Target	Actual	Target	Actual	Target	Actual	Target	Actual	Target	Actual	
Completion of ESPLOST VI Projects	0%	30%		70%		100%		100%		100%		Project Progress
Develop a data sheet for all school roofs	0%	10%		30%		70%		90%		100%		Roof Inspections
DOE capital outlay funding for LFO theatre project	0%	0%		50%		100%		100%		100%		Reimbursements Received
Maintain 1:1 ratio of student devices. (iPads Prek-K, Chromebooks Gr. 1-12)	0%	1:1		1:1		1:1		1:1		1:1		Inventory and Student Enrollment Counts