Cleveland Ave. ES GO Team Business Meeting #3

December 10, 2025

ATLANTA PUBLIC SCHOOLS

Agenda

Action Items

- Approval of Agenda
- Approval of Previous Minutes

Discussion Items

- 2025-2030 Strategic Plan Development
  - Confirm Mission/Vision, Goals from Previous Meeting
  - Develop 2025-2030 Strategic Plan Objectives

Information Items

- Principal's Report
- APS Forward 2040 –Facilities Plan Update

Public Comment

Adjournment



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Action Items

1. Approval of Agenda
2. Approval of Previous Minutes

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Discussion Items



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Continuing the 2025-2030 School Strategic Plan Development Process

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School Strategic Planning Overview

Purpose

To cascade the district strategic plan to the school level, while grounding our focus in the school's Continuous Improvement Plan. This will **create alignment, reduce confusion, and simplify our efforts**.

Timeline

Our school's 2030 Strategic Goals and Objectives should be **updated, approved and ranked by January 2026**. Schools will focus on the strategies as part of FY27 Budget and Continuous Improvement Plan processes.

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Revisiting the APS 2025-2030 Strategic Plan

A COMMUNITY OF BELIEVERS GETTING BACK TO BASICS

Our Strength is Our Team

Atlanta's students will have effective and engaged teachers, leaders, and staff.

- Increase concentration of highly-effective teachers and leaders
- Prioritize engagement and retention for staff
- Grow and promote strong teachers, leaders, and staff

Our Responsibility Is Shared

Atlanta's students will have supportive families, communities, and partners.

- Build meaningful partnerships
- Expand Atlanta Partners for Education (APFE) impact
- Increase access and engagement for families and communities

Our System Is Efficient & Effective

Atlanta's students will have the schools and resources they need to succeed.

- Maximize facility usage for the student and community good
- Leverage data to drive strategic financial investments
- Implement sustainability initiatives

We Are Strengthening Our Instructional Core

Atlanta's students will have high-quality instruction, materials, and targeted support.

- Implement high-quality, relevant, and engaging instructional materials and professional learning in all core content areas
- Target resources towards subgroups (eg. exceptional education, English learners, economically-disadvantaged)
- Accelerate early learning

We Are Caring For Every Child

Atlanta's students will have trusted, supportive adults meeting their unique needs.

- Expand strategies that reduce chronic absenteeism and disproportionate discipline
- Implement systematic culture and climate strategies
- Increase student access to trusted and reliable adults (eg. mentors, coaches, counselors)

We Are Sparking Student Curiosity

Atlanta's students will have access to explore and expand their passions and interests.

- Promote robust arts, athletics, world language, and enrichment offerings
- Expand access to high-interest and workforce-ready offerings (e.g. career programs and pathways, advanced coursework)
- Explore specialized and innovative school models (eg. School of the Arts)

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GO Team's Focus (Governance)



What is our purpose?
What do we do?

What is our picture of the future?

What results do we want to satisfy our stakeholder needs?

What are the main focus areas ("Pillars of Excellence") of our work?

What continuous improvement activities are needed to get results?

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School Strategic Planning Process Overview

1. **Review Data**

2. **Align Mission/Vision/Purpose**

3. **Confirm 2030 Goals**
   - Create CIP Goals to 2030
   - Identify Additional Goals

4. **Identify 2025-2030 Strategic Objectives**
   - Reflect on 2020-2025 Strategic Plan
   - Review and Discuss Additional Objectives Going Forward

5. **Approve Your Strategic Plan & Rank Your Strategic Objectives for FY27**

Sample GO Team Business Meeting Cadence

Business Meeting 1:
- Review Data *(MAP, GMAS, Graduation Rate, CCRPI, etc.)*

Business Meeting 2:
- Review Data (School KPIs)
- Align Mission/Vision/ Purpose
- Confirm 2030 Goals

Business Meeting 3:
- Identify 2025-2030 Strategic Objectives

Business Meeting 4 (Budget Allocation):
- Approve Your Strategic Plan & Rank Your Strategic Objectives for FY27

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In Our Last Meeting We...

1 Reviewed Our School Data

KPI Summary

Cleveland Avenue Elementary School

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Focus Area	Category	Metric	Current KPI	2030 Goal Change	2030 Goal
District Goals	Literacy	% of 3rd grade students scoring proficient or above in ELA	7.0%	+ 28.0 pp	35.0%
We Are Strengthening Our Instructional Core	Kindergarten ELA	% of students scoring 'Demonstrating' or 'Exceeding' on all ELA domains in Spring GKIDS 2.0	4.0%	+ 26.0 pp	30.0%
	Subgroup Proficiency: Black students	% of Black students scoring proficient and above on End of Grade Milestones Exams	14.8%	+ 26.0 pp	40.8%
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We Are Caring For Every Child	Attendance	% of students who are not chronically absent	56.9%	+ 15.0 pp	71.9%
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	School Climate*	School climate star rating out of 5	3 ★	+ 1 ★	4 ★
We Are Sparking Stu..	Beyond the Core: Elementary School*	% of K-5 students meeting the CCRPI Beyond the Core Component requirement	99.2%	+ 0.1 pp	99.3%
Our Strength is Our Team	Staff Engagement	% of engaged staff	13.6%	+ 17.7 pp	31.4%
	Teacher Experience	% of teachers with 3 or more years of experience	84.0%	+ 6.0 pp	90.0%
	Teacher Compensation	Average teacher salary	$89,890	+ $10,110	$100,000
Our Responsibility Is ..	Family Engagement: Parent Portal	% of Infinite Campus Parent Portal accounts	42.7%	+ 19.5 pp	62.2%
Our System Is Efficient & Effective	Safety Perception: Grades 3-5	% of students choosing very safe or extremely safe to location questions (ES)	45.9%	+ 10.0 pp	55.9%
	Enrollment	School meeting K-12 Enrollment Minimums	233	+ 217 students	450

Current District Performance | 2030 Goal

* Data for 2025 has not been released, so 2024 data is being used

School > Cleveland

Updated 9/26/2025

2 Aligned Our Mission and Vision

Mission and Vision Alignment:

WHO WE ARE... We are *Atlanta's* Public School System

WHY WE EXIST... To educate and empower Atlanta's students to shape the future

Guiding Question: Does our current school mission and vision align with these statements?

Mission: The mission of Bolton Academy is to provide a rigorous and equitable learning environment that promotes lifelong inquiry, reflection, respect, and empathy in every student and member of the learning community.

Bolton Academy Strategic Plan

Vision: . Bolton Academy's vision is to cultivate critical thinkers that are socially responsible and make meaningful and compassionate contributions to the school and global community.

OUR VISION

We will continue to be a high-performing school where teaching and learning are connected to real-world experiences and every child is nurtured in a caring culture of trust and collaboration, while being challenged to reach their highest potential.

OUR MISSION

The mission of Cleveland Avenue Elementary School is to provide a supportive learning environment which fosters intellectual, social-emotional and creative growth in order to prepare every student for college, career, and life.

3 Confirmed Our

2030 Strategic Plan Goals

1 **By 2030**, 3rd-5th grade students will increase scoring developing or above in ELA from 14% (2024-2025) to 34% on the Spring 2030 ELA EOG.

2 **By 2030**, 3rd-5th grade students will increase scoring developing or above in Math from 15% (2024-2025) to 35% on the Spring 2030 Math EOG.

3 **By 2030**, the percent of students absent less than 10% of the enrolled days will increase from 58.2% (2024-2025) to 78.2%.

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Cleveland Ave ES

Proposed Updates to School Mission and Vision:

OUR VISION
We will continue to be a high-performing ~~STEM~~ school where teaching and learning are connected to real-world experiences and every child is nurtured in a caring culture of trust and collaboration, while being challenged to reach their highest potential.

OUR MISSION
The mission of Cleveland Avenue Elementary School is to provide a supportive learning environment which fosters intellectual, social-emotional and creative growth in order to prepare every student for college, career, and life.



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Cleveland Avenue ES

Proposed Goals for the 2025-2030 Strategic Plan:



1. By 2030, 3rd-5th grade students will increase scoring developing or above in ELA from 14% to 34% on the Spring 2030 ELA EOG.
2. By 2030, 3rd-5th grade students will increase scoring developing or above in Math from 15% to 35% on the Spring 2030 Math EOG.
3. By 2030, the percent of students absent less than 10% of the enrolled days will increase from 58.2% to 78.2%.

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Today's Focus:

School Strategic Planning Process: Step 4

1. **Review Data**
2. **Align Mission/Vision/Purpose**
3. **Confirm 2030 Goals**
   - Create CIP Goals to 2030
   - Identify Additional Goals
4. **Identify 2025-2030 Strategic Objectives**
   - Reflect on 2020-2025 Strategic Plan
   - Review and Discuss Additional Objectives Going Forward
5. **Approve Your Strategic Plan & Rank Your Strategic Objectives for FY27**

Sample GO Team Business Meeting Cadence

Business Meeting 1:
- Review Data *(MAP, GMAS, Graduation Rate, CCRPI, etc.)*

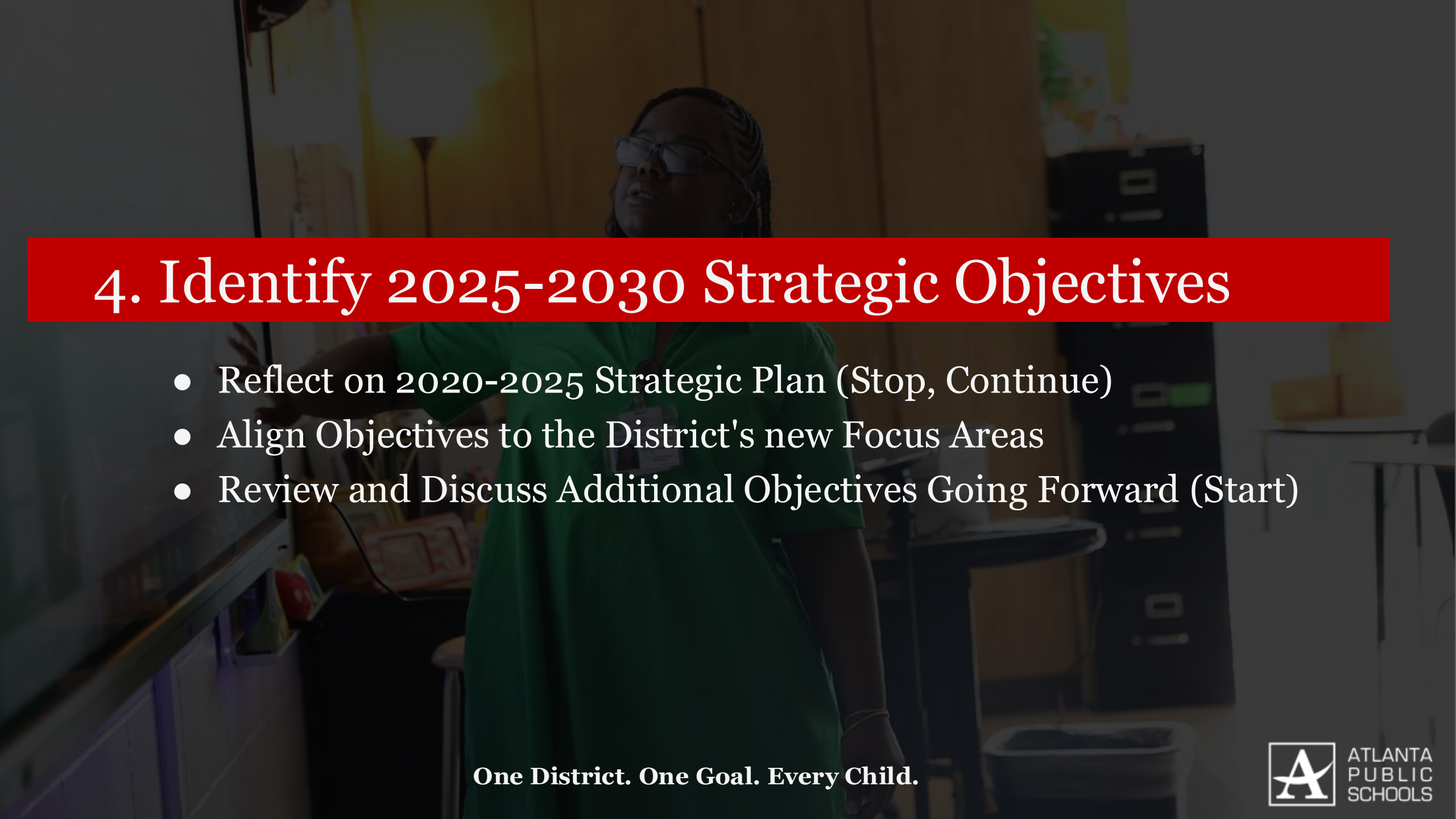
Business Meeting 2:
- Review Data (School KPIs)
- Align Mission/Vision/ Purpose
- Confirm 2030 Goals

Business Meeting 3:
- Identify 2025-2030 Strategic Objectives

Business Meeting 4 (Budget Allocation):
- Approve Your Strategic Plan & Rank Your Strategic Objectives for FY27

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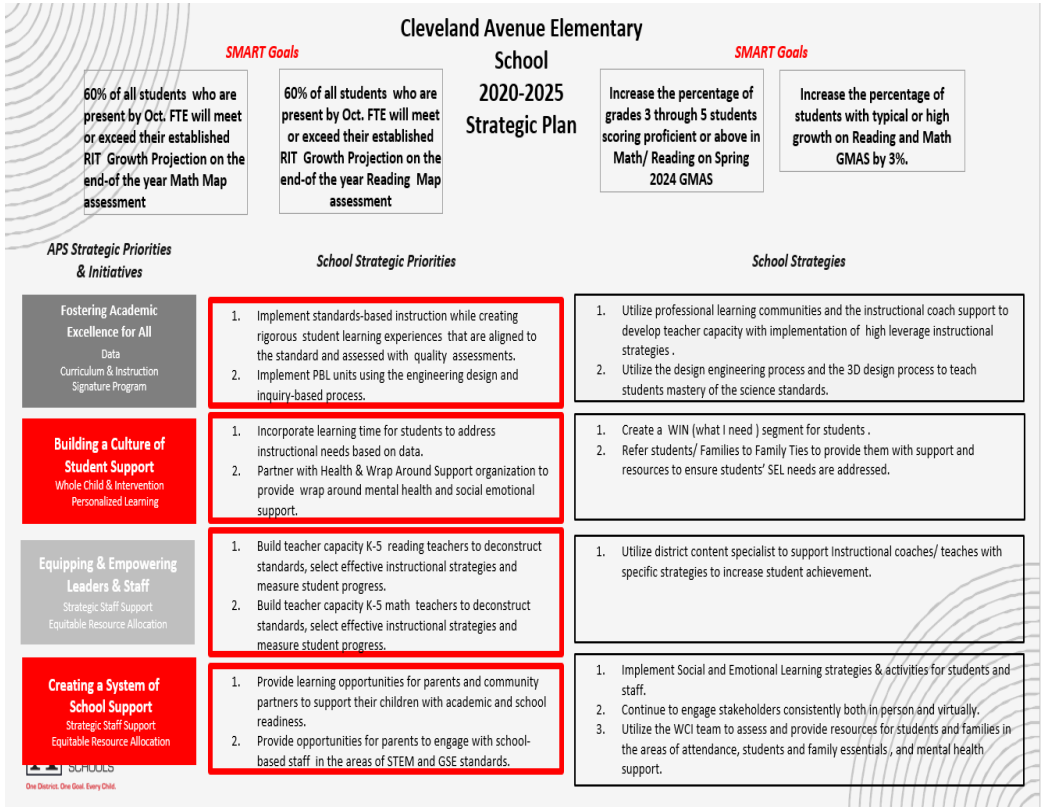


4. Identify 2025-2030 Strategic Objectives

- Reflect on 2020-2025 Strategic Plan (Stop, Continue)
- Align Objectives to the District's new Focus Areas
- Review and Discuss Additional Objectives Going Forward (Start)

4

Using our new, 2025-2030 Strategic Goals as a guide we will complete a Start, Stop and Continue exercise to review our current "Strategic Priorities" and identify our 2025-2030 Strategic Objectives



Cleveland Avenue Elementary School 2020-2025 Strategic Plan

SMART Goals

60% of all students who are present by Oct. FTE will meet or exceed their established RIT Growth Projection on the end-of the year Math Map assessment

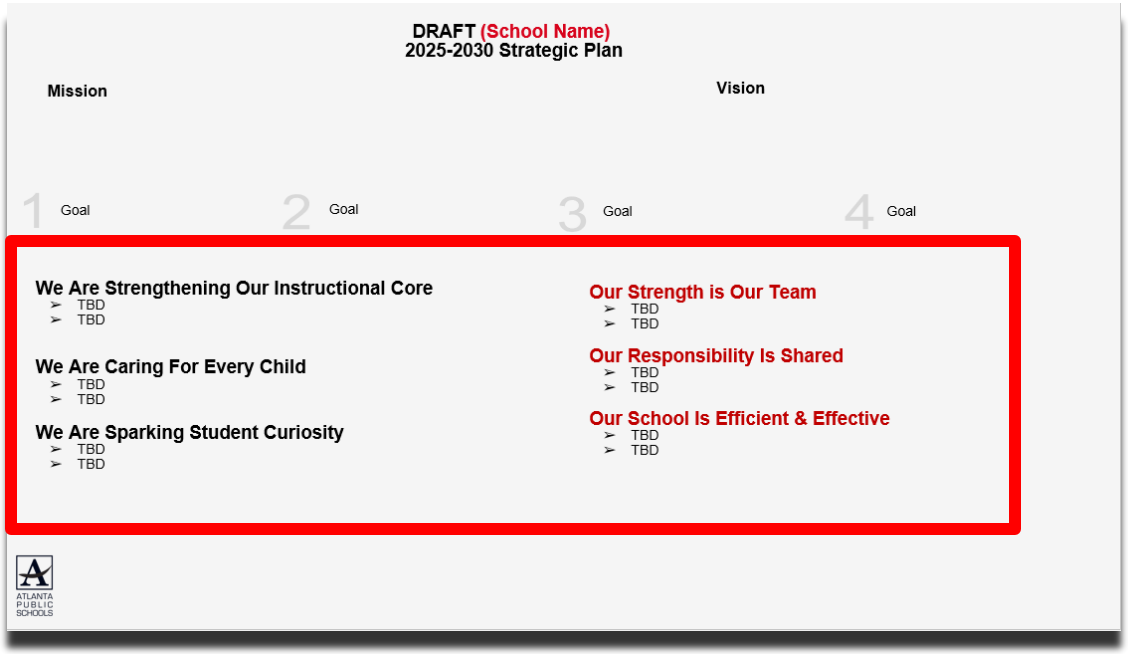
60% of all students who are present by Oct. FTE will meet or exceed their established RIT Growth Projection on the end-of the year Reading Map assessment

SMART Goals

Increase the percentage of grades 3 through 5 students scoring proficient or above in Math/ Reading on Spring 2024 GMAS

Increase the percentage of students with typical or high growth on Reading and Math GMAS by 3%.

APS Strategic Priorities & Initiatives	*School Strategic Priorities*	*School Strategies*
Fostering Academic Excellence for All Data Curriculum & Instruction Signature Program	1. Implement standards-based instruction while creating rigorous student learning experiences that are aligned to the standard and assessed with quality assessments. 2. Implement PBL units using the engineering design and inquiry-based process.	1. Utilize professional learning communities and the instructional coach support to develop teacher capacity with implementation of high leverage instructional strategies . 2. Utilize the design engineering process and the 3D design process to teach students mastery of the science standards.
Building a Culture of Student Support Whole Child & Intervention Personalized Learning	1. Incorporate learning time for students to address instructional needs based on data. 2. Partner with Health & Wrap Around Support organization to provide wrap around mental health and social emotional support.	1. Create a WIN (what I need) segment for students . 2. Refer students/ Families to Family Ties to provide them with support and resources to ensure students' SEL needs are addressed.
Equipping & Empowering Leaders & Staff Strategic Staff Support Equitable Resource Allocation	1. Build teacher capacity K-5 reading teachers to deconstruct standards, select effective instructional strategies and measure student progress. 2. Build teacher capacity K-5 math teachers to deconstruct standards, select effective instructional strategies and measure student progress.	1. Utilize district content specialist to support Instructional coaches/ teaches with specific strategies to increase student achievement.
Creating a System of School Support Strategic Staff Support Equitable Resource Allocation	1. Provide learning opportunities for parents and community partners to support their children with academic and school readiness. 2. Provide opportunities for parents to engage with school-based staff in the areas of STEM and GSE standards.	1. Implement Social and Emotional Learning strategies & activities for students and staff. 2. Continue to engage stakeholders consistently both in person and virtually. 3. Utilize the WCI team to assess and provide resources for students and families in the areas of attendance, students and family essentials , and mental health support.



DRAFT (School Name)
2025-2030 Strategic Plan

Mission

Vision

1 Goal 2 Goal 3 Goal 4 Goal

We Are Strengthening Our Instructional Core
- TBD
- TBD

We Are Caring For Every Child
- TBD
- TBD

We Are Sparking Student Curiosity
- TBD
- TBD

Our Strength is Our Team
- TBD
- TBD

Our Responsibility Is Shared
- TBD
- TBD

Our School Is Efficient & Effective
- TBD
- TBD

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Cleveland Avenue Elementary School 2020-2025 Strategic Plan

SMART Goals

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SMART Goals

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Increase the percentage of students with typical or high growth on Reading and Math GMAS by 3%.

APS Strategic Priorities & Initiatives

Fostering Academic Excellence for All
Data
Curriculum & Instruction
Signature Program

Building a Culture of Student Support
Whole Child & Intervention
Personalized Learning

Equipping & Empowering Leaders & Staff
Strategic Staff Support
Equitable Resource Allocation

Creating a System of School Support
Strategic Staff Support
Equitable Resource Allocation

School Strategic Priorities

1. Implement standards-based instruction while creating rigorous student learning experiences that are aligned to the standard and assessed with quality assessments.
2. Implement PBL units using the engineering design and inquiry-based process.

3. Incorporate learning time for students to address instructional needs based on data.
4. Partner with Health & Wrap Around Support organization to provide wrap around mental health and social emotional support.

5. Build teacher capacity K-5 reading teachers to deconstruct standards, select effective instructional strategies and measure student progress.
6) Build teacher capacity K-5 math teachers to deconstruct standards, select effective instructional strategies and measure student progress.

7. Provide learning opportunities for parents and community partners to support their children with academic and school readiness.
8. Provide opportunities for parents to engage with school-based staff in the areas of STEM and GSE standards.

Guiding Questions:

Stop

- What current priorities/activities are not having the needed impact and should be stopped?
- Are there any priorities/activities that are no longer aligned with our mission, vision, goals or focus areas?

Notes:

- Think about what has been working; has been completed; or never started.
- If your goals for 2030 are bigger than what you have achieved so far, then what must you do differently going forward?

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One District. One Goal. Every Child.

Cleveland Avenue Elementary School 2020-2025 Strategic Plan

SMART Goals

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APS Strategic Priorities & Initiatives	*School Strategic Priorities*					
Fostering Academic Excellence for All Data Curriculum & Instruction Signature Program	1. Implement standards-based instruction while creating rigorous student learning experiences that are aligned to the standard and assessed with quality assessments. 2. Implement PBL units using the engineering design and inquiry-based process.	✓	✗			
Building a Culture of Student Support Whole Child & Intervention Personalized Learning	3. Incorporate learning time for students to address instructional needs based on data. 4. Partner with Health & Wrap Around Support organization to provide wrap around mental health and social emotional support.	✓	✓			
Equipping & Empowering Leaders & Staff Strategic Staff Support Equitable Resource Allocation	5. Build teacher capacity K-5 reading teachers to deconstruct standards, select effective instructional strategies and measure student progress. 6. Build teacher capacity K-5 math teachers to deconstruct standards, select effective instructional strategies and measure student progress.	✓	✓			
Creating a System of School Support Strategic Staff Support Equitable Resource Allocation	7. Provide learning opportunities for parents and community partners to support their children with academic and school readiness. 8. Provide opportunities for parents to engage with school-based staff in the areas of STEM and GSE standards.	✓	✓			

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Identifying 2025-2030 Strategic Objectives: Continue Discussion

Enter the "Strategic Priorities" from your 2020-2025 Strategic Plan that you and your GO Team think should continue as "Strategic Objectives" on your 2025-2030 Strategic Plan based on today's discussion.

1. Implement standards-based instruction while creating rigorous student learning experiences that are aligned to the standard and assessed with quality assessments.
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Aligning Your Objectives to the District's New Focus Areas

"Getting Back to Basics"

We Are Strengthening Our Instructional Core
- TBD- Strategic Objective
- TBD- Strategic Objective

We Are Caring For Every Child
- TBD- Strategic Objective
- TBD- Strategic Objective

We Are Sparking Student Curiosity
- TBD- Strategic Objective
- TBD- Strategic Objective

"Community of Believers"

Our Strength is Our Team
- TBD- Strategic Objective
- TBD- Strategic Objective

Our Responsibility Is Shared
- TBD- Strategic Objective
- TBD- Strategic Objective

Our School Is Efficient & Effective
- TBD- Strategic Objective
- TBD- Strategic Objective

You will now move the Objectives (*previously Priorities*) you want to "Continue" to the appropriate Focus Area

- Use your 2020-2025 Strategic Plan, the APS 2025-2030 Strategic Plan (slide 7) and your school KPI sheet to help categorize your objectives. Please note:
  - *Fostering Academic Excellence for All* is likely aligned to "We Are Strengthening Our Instructional Core" or "We Are Sparking Student Curiosity"
  - *Building a Culture of Student Support* is likely aligned to "We Are Caring For Every Child"
  - *Equipping & Empowering Leaders & Staff* is likely aligned to "Our Strength is Our Team"
  - *Creating a System of School Support* is likely aligned to "Our Responsibility is Shared" or "Our School is Efficient & Effective"

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Aligning Your Objectives to the District's New Focus Areas

"Getting Back to Basics"

We are Strengthening our Instructional Core

1. Implement standards-based instruction while creating rigorous student learning experiences that are aligned to the standard and assessed with quality assessments.
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We are Caring for Every Child

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We are Sparking Student Curiosity

1.
2.

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"Community of Believers"

Our Strengths is Our Team

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Our Responsibility is Shared

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Our School is Efficient & Effective

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Aligning Your Objectives to the District's New Focus Areas

"Getting Back to Basics"

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ATLANTA PUBLIC SCHOOLS

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School > Cleveland

Updated 9/26/2025

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Aligning Your Objectives to the District's New Focus Areas

"Getting Back to Basics"

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1.
2.

1. By 2030, 3rd-5th grade students will increase scoring developing or above in ELA from 14% to 34% on the Spring 2030 ELA EOG.
2. By 2030, 3rd-5th grade students will increase scoring developing or above in Math from 15% to 35% on the Spring 2030 Math EOG.
3. By 2030, the percent of students absent less than 10% of the enrolled days will increase from 58.2% to 78.2%.

- After you have aligned your Objectives to the appropriate Focus Area, identify any **new Objectives** the school must **start** to address the goals in your plan
- **You should have 1-2 Objectives for each Focus Area.**
- Use the APS 2025-2030 Strategic Plan (slide 7) and your school KPI sheet for ideas if you need to identify new Objectives.
- Focus on the "**Getting Back to Basics**" Focus Areas first (***Strengthening Our Instructional Core, Caring For Every Child, and Sparking Student Curiosity***)
- Make sure you have something in the "**Community of Believers**" Focus Areas that support your core work (***Strength is Our Team, Responsibility is Shared, System is Effective & Efficient***)

"Community of Believers"

Our Strengths is Our Team

1. Build teacher capacity K-5 math teachers to deconstruct standards, select effective instructional strategies and measure student progress.
2. Provide learning opportunities for parents and community partners to support their children with academic and school readiness.

Our Responsibility is Shared

1. Provide learning opportunities for parents and community partners to support their children with academic and school readiness.

Our School is Efficient & Effective

1.
2.

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Guiding Questions: Are there any new "objectives" we must **START** to completely address our 2025-2030 Strategic Goals? Do we have 1-2 Objectives to support each Focus Area?

"Getting Back to Basics"

We Are Strengthening Our Instructional Core

- Implement standards-based instruction while creating rigorous student learning experiences that are aligned to the standard and assessed with quality assessments.
- Incorporate learning time for students to address instructional needs based on data.

We Are Caring For Every Child

- Partner with Health & Wrap Around Support organization to provide wrap around mental health and social emotional support.

We Are Sparking Student Curiosity

- Promote clubs, competitions, and athletic opportunities to interested K-5 grade students.

"Community of Believers"

Our Strength is Our Team

- Build teacher capacity K-5 math teachers to deconstruct standards, select effective instructional strategies and measure student progress.
- Provide learning opportunities for parents and community partners to support their children with academic and school readiness.

Our Responsibility Is Shared

- Provide learning opportunities for parents and community partners to support their children with academic and school readiness.

Our School Is Efficient & Effective

- Increase students' access to electronic instructional materials and resources to utilize with student devices beyond the instructional day.

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Where we're going

At our next meeting we will:

- Vote on the 2025-2030 Strategic Plan
- Rank our 2025-2030 Strategic Objectives
- Begin the discussion of the 2026-2027 budget

Let me or the Chair know of any additional information you need for our future discussion.

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Questions?



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Principal's Report

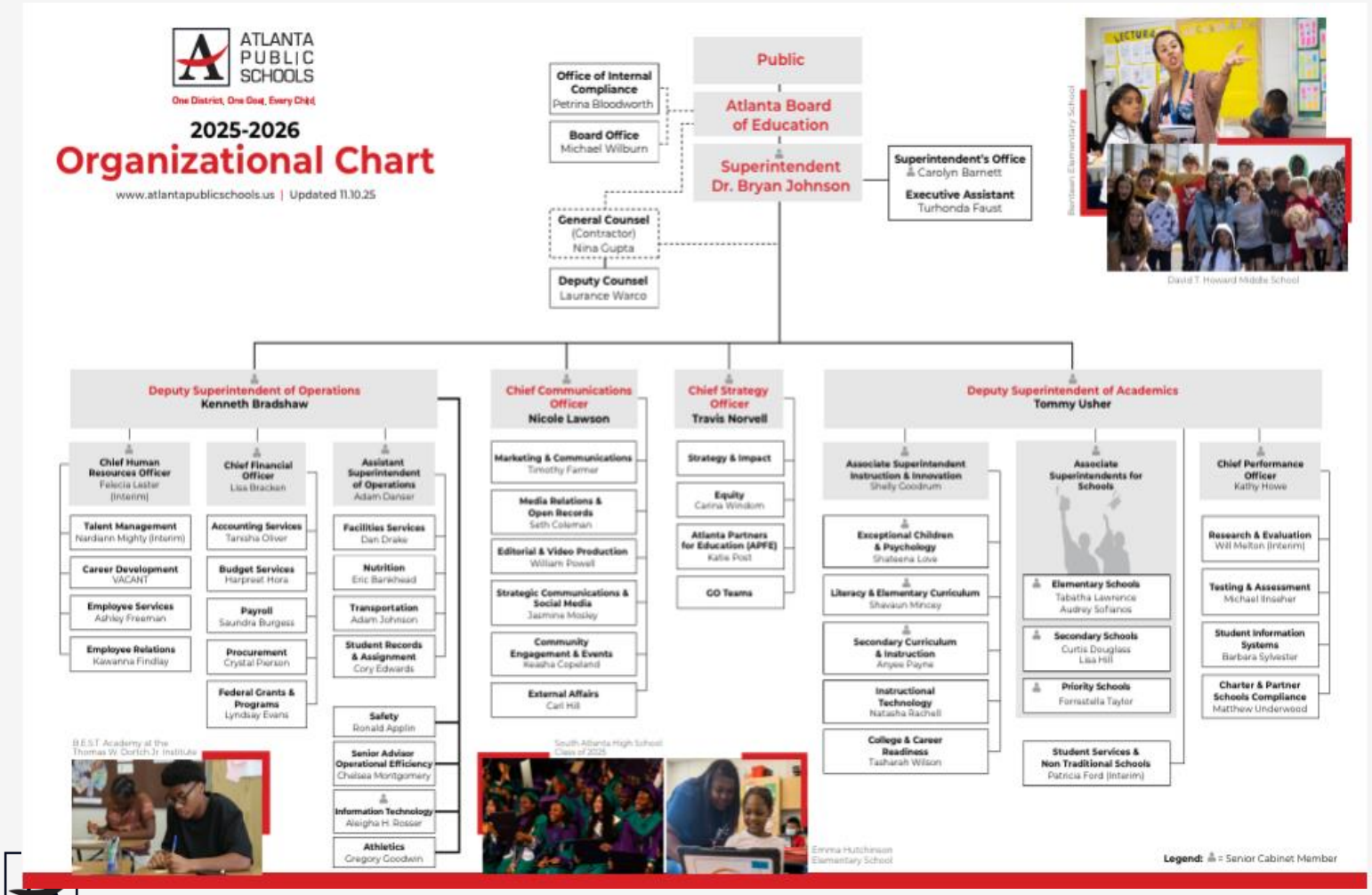
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SCHOOL UPDATES

AUT Para Position Approved; awaiting next steps from HR

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APS Organizational Structure



School Assignments

Elementary (Pre-K-5)	**Tabatha Lawrence**	Douglass, Mays, South Atlanta, Therrell, Carver
	Audrey Sofianos	Midtown, North Atlanta, Jackson, Washington
Secondary (6-12)	**Lisa Hill-Williams**	Carver, Douglass, South Atlanta, Therrell, BEST Academy, Coretta Scott King YWLA, Atlanta Virtual Academy (AVA)
	Curtis Douglass	Midtown, Jackson, North Atlanta, Mays
Priority Schools ATSI and CSI (PreK-12)	**Forrestella Taylor**	Perkerson ES, Douglass HS, Harper-Archer ES, Dunbar ES, King Middle, Mays HS, Continental Colony ES, Therrell HS, Hollis K-8, Russell ES, Tuskegee Airmen Global Academy, Washington HS
Non-Traditional Programs and Schools	**Dr. Patricia Ford, Executive Director of Student Services**	Phoenix Academy, Hank Aaron New Beginnings Academy, and Adult Education

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Effective January 2026



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APS Forward 2040

One District.
One Goal.
Every Child.

OUR SYSTEM IS EFFICIENT & EFFECTIVE

Atlanta's students will have the schools and resources they need to succeed.

- Maximize facility usage for the student and community good
- Leverage data to drive strategic financial investments
- Implement sustainability initiatives

Tentative Next Steps AFTER Comprehensive Plan Approval

Road to the Redistricting/Rezoning for Impacted Schools

- The process begins up to three semesters prior to any proposed change going into effect; aligns with *Board Policy AD: School Attendance Zones;* and includes community engagement opportunities prior to the Board vote.
- Tentative Timeline:
  - *January-February 2026*: Develop and finalize the administrative regulation related to *Board Policy AD*, that includes, but not limited to, the community engagement process and trigger points to initiate discussion about future changes to attendance zones and possible school closures;
  - Schools experiencing redistricting/rezoning in SY 27-28: Process begins in Spring 2026 and runs through Fall 2026; Board vote in Fall 2026;
  - Schools experiencing redistricting/rezoning in SY 28-29: Process begins in Spring 2027 and runs through Fall 2027. Board vote in Fall 2027.

Road to the E-SPLOST 2027

- *January–March 2026*: Recommendation development (APS staff/leadership)
- *March-April 2026*: Present E-SPLOST plan to Board at retreat (or Board meetings)
- *April-May 2026*: Community engagement for draft E-SPLOST 2027 list
- *June 2026*: Board of Education approval of E-SPLOST 2027 referendum and call for vote
- *July – October 2026*: Website of E-SPLOST 2027 information
- *November 3, 2026*: E-SPLOST 2027 Final Decision
- *July 1, 2027*: If E-SPLOST 2027 passes, collections start

UPDATE

Comprehensive Long-Range Facilities Plan

www.atlantapublicschools.us/APS2040

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APS Forward 2040 Presentation (Dec 3, 2025): https://acrobat.adobe.com/id/urn:aaid:sc:US:4cd8e40d-fdb9-4cac-863b-22c75b3952d8https://acrobat.adobe.com/id/urn:aaid:sc:US:4cd8e40d-fdb9-4cac-863b-22c75b3952d8

Public Comment



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Thank you

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