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

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.

DOUGLAS COUNTY SCHOOL SYSTEM

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

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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*

TRENT NORTH, SUPERINTENDENT

---

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

<table>
<thead>
<tr>
<th>Type</th>
<th>Teachers and Paraprofessionals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary</td>
<td>11.0</td>
</tr>
<tr>
<td>Middle</td>
<td>13.9</td>
</tr>
<tr>
<td>High</td>
<td>16.3</td>
</tr>
</tbody>
</table>

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

DCSSGA.ORG

DCSS FINANCIAL STATEMENT

EXPENDITURES FY 2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>$181,765,954</td>
<td>67.4%</td>
</tr>
<tr>
<td>School Administration</td>
<td>$20,714,261</td>
<td>7.6%</td>
</tr>
<tr>
<td>Maintenance and Operations</td>
<td>$20,294,507</td>
<td>7.5%</td>
</tr>
<tr>
<td>Student Transportation</td>
<td>$11,755,161</td>
<td>4.4%</td>
</tr>
<tr>
<td>General Administration</td>
<td>$11,790,651</td>
<td>4.4%</td>
</tr>
<tr>
<td>Pupil Services</td>
<td>$9,986,118</td>
<td>3.7%</td>
</tr>
<tr>
<td>Staff Services</td>
<td>$13,473,660</td>
<td>5%</td>
</tr>
<tr>
<td>Total</td>
<td>$269,780,312</td>
<td></td>
</tr>
</tbody>
</table>

DCSS REVENUES 2019-2021

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>State</td>
<td>$166,125,315</td>
<td>169,448,849</td>
<td>160,300,882</td>
</tr>
<tr>
<td>Local</td>
<td>$89,915,650</td>
<td>95,313,734</td>
<td>102,746,549</td>
</tr>
<tr>
<td>Federal</td>
<td>$16,680,516</td>
<td>15,362,916</td>
<td>32,827,355</td>
</tr>
<tr>
<td>Total</td>
<td>$272,721,481</td>
<td>280,125,499</td>
<td>295,874,786</td>
</tr>
</tbody>
</table>

OPERATING FUND RESOURCES FY 2021

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>State Sources</td>
<td>54.18%</td>
</tr>
<tr>
<td>Local Sources</td>
<td>34.73%</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>11.10%</td>
</tr>
</tbody>
</table>

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%

New Field House at Douglas County High School
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

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.

<table>
<thead>
<tr>
<th>ACT SCORES</th>
<th>English</th>
<th>Mathematics</th>
<th>Reading</th>
<th>Science</th>
<th>Composite</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State</td>
<td>DCSS</td>
<td>State</td>
<td>DCSS</td>
<td>State</td>
</tr>
<tr>
<td>2021</td>
<td>22.1</td>
<td>18.9</td>
<td>21.9</td>
<td>19.1</td>
<td>23.4</td>
</tr>
<tr>
<td>2020</td>
<td>21.3</td>
<td>18.7</td>
<td>21.0</td>
<td>18.5</td>
<td>22.5</td>
</tr>
<tr>
<td>2019</td>
<td>20.9</td>
<td>18.4</td>
<td>20.7</td>
<td>18.4</td>
<td>22.2</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>SAT SCORES</th>
<th>Evidence-Based Reading &amp; Writing</th>
<th>Mathematics</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>State</td>
<td>DCSS</td>
<td>State</td>
</tr>
<tr>
<td>2021</td>
<td>546</td>
<td>533</td>
<td>531</td>
</tr>
<tr>
<td>2020</td>
<td>532</td>
<td>518</td>
<td>511</td>
</tr>
<tr>
<td>2019</td>
<td>533</td>
<td>512</td>
<td>515</td>
</tr>
</tbody>
</table>

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.
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.

<table>
<thead>
<tr>
<th></th>
<th>DCSS</th>
<th>GA PUBLIC SCHOOLS</th>
<th>GLOBAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>47.0%</td>
<td>58.0%</td>
<td>54.0%</td>
</tr>
<tr>
<td>2020</td>
<td>46.0%</td>
<td>64.1%</td>
<td>64.3%</td>
</tr>
<tr>
<td>2019</td>
<td>41.7%</td>
<td>61.6%</td>
<td>59.6%</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>IB DIPLOMA GRADUATES</th>
<th>DCSS</th>
<th>GLOBAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>87%</td>
<td>89%</td>
</tr>
<tr>
<td>2020</td>
<td>87%</td>
<td>79%</td>
</tr>
<tr>
<td>2019</td>
<td>65%</td>
<td>77%</td>
</tr>
</tbody>
</table>

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.

<table>
<thead>
<tr>
<th>Graduation Rates</th>
<th>DCSS</th>
<th>STATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2021</td>
<td>87.7%</td>
<td>83.7%</td>
</tr>
<tr>
<td>2020</td>
<td>89.4%</td>
<td>83.8%</td>
</tr>
<tr>
<td>2019</td>
<td>87.4%</td>
<td>82.0%</td>
</tr>
</tbody>
</table>

DCSSGA.ORG

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ELEMENTARY SCHOOLS
Annette Winn Elementary School
awes.dcssa.org
Arbor Station Elementary School
ases.dcssa.org
Beulah Elementary School
bees.dcssa.org
Bill Arp Elementary School
baes.dcssa.org
Bright Star Elementary School
beses.dcssa.org
Burnett Elementary School
bues.dcssa.org
Chapel Hill Elementary School
ches.dcssa.org
Dorsett Shoals Elementary School
dses.dcssa.org
Eastside Elementary School
eses.dcssa.org
Factory Shoals Elementary School
fses.dcssa.org
Holly Springs Elementary School
hses.dcssa.org
Lithia Springs Elementary School
lises.dcssa.org
Mason Creek Elementary School
maes.dcssa.org
Mirror Lake Elementary School
mles.dcssa.org
Mt. Carmel Elementary School
mcres.dcssa.org
New Manchester Elementary School
nmces.dcssa.org
North Douglas Elementary School
ndes.dcssa.org
South Douglas Elementary School
sdes.dcssa.org
Sweetwater Elementary School
swes.dcssa.org
Winston Elementary School
wes.dcssa.org

MIDDLE SCHOOLS
Chapel Hill Middle School
chms.dcssa.org
Chestnut Log Middle School
clms.dcssa.org
Factory Shoals Middle School
fsm.s.dcssa.org
Fairplay Middle School
fms.dcssa.org
Mason Creek Middle School
mcms.dcssa.org
Stewart Middle School
smes.dcssa.org
Turner Middle School
tmes.dcssa.org
Yeager Middle School
yms.dcssa.org

HIGH SCHOOLS
Alexander High School
Liberal Arts College Preparatory and AP Capstone Magnet
ahs.dcssa.org
Chapel Hill High School
Advanced Placement (AP) Magnet
chhs.dcssa.org
Douglas County High School International Baccalaureate (IB) Magnet
dchs.dcssa.org
Lithia Springs High School
STEM Academy Magnet
lshs.dcssa.org
New Manchester High School
Fine Arts Magnet
nmhs.dcssa.org

CHARTER SCHOOL
Brighten Academy
brightenacademy.com

ONLINE
FLEX Academy
flex.dcssa.org

NON-TRADITIONAL SCHOOLS AND PROGRAMS
Academy at CCI
cci.dcssa.org
College and Career Institute (CCI)
cci.dcssa.org
Douglas County Success Center
dcva.dcssa.org

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