



Toombs County Schools System Strategic Plan



Toombs County Schools -System Strategic Plan 2015-2016

The focus of a strategic plan is to align an entire organization. The ultimate goal for any strategic plan is to enable an organization to focus on a reachable set of necessary, clearly articulated outcomes in order to produce the desired and needed results. Strategy is not just a plan or idea; it should be an organizations way of life. A strategic plan determines an organization's future. An effective strategic plan is innovative, well planned, executed with fidelity, and initiated by the strategic leadership of the organization. A successful process is based on five basic questions: Where are we now? Where are we going? How will be get there? How will we measure and communicate success? How will we execute and adjust?

The Toombs County School System currently maintains Five Focus Areas which align with our strategic planning goals. These focus areas include:

1. *High Academic Achievement: Raise the academic challenge and performance of each student.*
2. *Quality Teachers, Administrators, and Staff: Ensure quality personnel in all positions.*
3. *Supportive Learning Environments: Provide safe, orderly environments that support learning.*
4. *Effective, Efficient Operations: Develop and manage material resources to maximize student achievement.*
5. *Strong Parental and Community Support: Increase stakeholder understanding, trust and support of Toombs County Schools.*

**Toombs County Schools -System Strategic Plan
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To ensure our focus areas are accomplished, the Toombs County System and School Leadership teams met and collectively began the process of developing a strategic plan for the System that would accomplish an overall goal of a quality education for all students. As the result of our strategic planning, we derived four common goals that are necessary for our organization's success. These goals include:

LEADERSHIP

The Toombs County School System will maintain competent leaders who create and model a vision for high student performance as measured by each school's annual CCRPI.

CURRICULUM

Design and Deliver a Guaranteed Viable Curriculum as measured by data assessment documents (i.e., Benchmark Assessments, Common Assessments, Georgia Milestones results, SRI, DIBELS, etc.).

CULTURE

Create a culture where all stakeholders feel value and experience success as measured by the Climate Survey results on the CCRPI.

LITERACY

All students will develop grade level literacy as measured by appropriate grade level assessments (SRI, DIBELS, SLOs, Georgia Milestones, etc.).

Our system has begun refining its work in a systematic manner to ensure growth in all academic areas for all students. The Toombs County School System is committed to its mission to provide educational experiences that will enable each student to become a lifelong learner enter the workforce with necessary skills and achieve academic and personal potential.

**Toombs County Schools -System Strategic Plan
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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Georgia Milestones End-of Grade Percentages “Proficient & Distinguished”

3rd Grade (All Students)	Baseline 2015	Target 2016	Target 2017	Target 2018	Target 2019	Target 2020
Language Arts	28%	33%	38%	43%	48%	53%
Actual Scores		%	%	%	%	%
Mathematics	45%	50%	55%	60%	65%	70%
Actual Scores		%	%	%	%	%
Science	39%	44%	49%	54%	59%	64%
Actual Scores		%	%	%	%	%
Social Studies	26%	31%	36%	41%	46%	51%
Actual Scores		%	%	%	%	%

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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Georgia Milestones End-of Grade Percentages “Proficient & Distinguished”

4th Grade (All Students)	Baseline 2015	Target 2016	Target 2017	Target 2018	Target 2019	Target 2020
Language Arts	24%	29%	34%	39%	44%	49%
Actual Scores		%	%	%	%	%
Mathematics	36%	41%	46%	51%	56%	61%
Actual Scores		%	%	%	%	%
Science	27%	32%	37%	42%	47%	52%
Actual Scores		%	%	%	%	%
Social Studies	38%	43%	48%	53%	58%	63%
Actual Scores		%	%	%	%	%

**Toombs County Schools -System Strategic Plan
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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Georgia Milestones End-of Grade Percentages “Proficient & Distinguished”

5th Grade (All Students)	Baseline 2015	Target 2016	Target 2017	Target 2018	Target 2019	Target 2020
Language Arts	28%	33%	38%	43%	48%	53%
Actual Scores		%	%	%	%	%
Mathematics	38%	43%	48%	53%	58%	63%
Actual Scores		%	%	%	%	%
Science	47%	52%	57%	62%	67%	72%
Actual Scores		%	%	%	%	%
Social Studies	35%	40%	45%	50%	55%	60%
Actual Scores		%	%	%	%	%

**Toombs County Schools -System Strategic Plan
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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Georgia Milestones End-of Grade Percentages “Proficient & Distinguished”

6th Grade (All Students)	Baseline 2015	Target 2016	Target 2017	Target 2018	Target 2019	Target 2020
Language Arts	22%	27%	32%	37%	42%	47%
Actual Scores		%	%	%	%	%
Mathematics	18%	23%	28%	33%	38%	43%
Actual Scores		%	%	%	%	%
Science	33%	38%	43%	48%	53%	58%
Actual Scores		%	%	%	%	%
Social Studies	33%	38%	43%	48%	53%	58%
Actual Scores		%	%	%	%	%

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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Georgia Milestones End-of Grade Percentages “Proficient & Distinguished”

7th Grade (All Students)	Baseline 2015	Target 2016	Target 2017	Target 2018	Target 2019	Target 2020
Language Arts	22%	27%	32%	37%	42%	47%
Actual Scores		%	%	%	%	%
Mathematics	15%	20%	25%	30%	35%	40%
Actual Scores		%	%	%	%	%
Science	20%	25%	30%	35%	40%	45%
Actual Scores		%	%	%	%	%
Social Studies	22%	27%	32%	37%	42%	47%
Actual Scores		%	%	%	%	%

**Toombs County Schools -System Strategic Plan
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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Georgia Milestones End-of Grade Percentages “Proficient & Distinguished”

8th Grade (All Students)	Baseline 2015	Target 2016	Target 2017	Target 2018	Target 2019	Target 2020
Language Arts	28%	33%	38%	43%	48%	53%
Actual Scores		%	%	%	%	%
Mathematics	19%	24%	29%	34%	39%	44%
Actual Scores		%	%	%	%	%
Science	24%	29%	34%	39%	44%	49%
Actual Scores		%	%	%	%	%
Social Studies	27%	32%	37%	42%	47%	52%
Actual Scores		%	%	%	%	%

**Toombs County Schools -System Strategic Plan
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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Georgia Milestones End of Course Percentages “Proficient & Distinguished”

Tests (All Students)	Baseline 2015	Target 2016	Target 2017	Target 2018	Target 2019	Target 2020
9th Lit. & Comp.	20%	25%	32%	40%	45%	50%
Actual Scores		%	%	%	%	%
Amer. Lit. & Comp.	26%	31%	38%	44%	47%	50%
Actual Scores		%	%	%	%	%
Algebra	13%	18%	26%	34%	43%	50%
Actual Scores		%	%	%	%	%
Geometry	19%	24%	32%	40%	45%	50%
Actual Scores		%	%	%	%	%
Physical Science	5%	15%	30%	38%	43%	50%
Actual Scores		%	%	%	%	%
Biology	22%	27%	34%	40%	45%	50%
Actual Scores		%	%	%	%	%
U. S. History	43%	46%	52%	56%	58%	60%
Actual Scores		%	%	%	%	%
Economics	13%	20%	30%	40%	45%	50%
Actual Scores		%	%	%	%	%

**Toombs County Schools -System Strategic Plan
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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Increase Graduation Rate for All Students

2015 4-Year Rate	2016 Target	2017 Target	2018 Target	2019 Target	2020 Target
69%	72%	76%	80%	84%	88%
Actual Rate	%	%	%	%	%

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Focus Area: High Academic Achievement: Raise the academic challenge and performance of each student.

Using Baseline year of 2015, increase CCRPI score (without Challenge Points) annually by 3% (1.2 points)

CCRPI Scores (WITHOUT CHALLENGE POINTS)

LPS	2014	2015	2016	2017	2018	2019
Target						
Actual Score	92.80					

TCES	2014	2015	2016	2017	2018	2019
Target						
Actual Score	78.40					

LUES	2014	2015	2016	2017	2018	2019
Target						
Actual Score	72.00					

TCMS	2014	2015	2016	2017	2018	2019
Target						
Actual Score	72.0					

TCHS	2014	2015	2016	2017	2018	2019
Target						
Actual Score	56.70					

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Focus Area: Strong Parental and Community Support: Increase stakeholder understanding, trust and support of Toombs County Schools.

Increase Parent Survey Number & Climate Star Ratings

LPS	2014	2015	2016	2017	2018	2019
Target		96	96.5	97	97.5	98
Actual Score	95.9					

TCES	2014	2015	2016	2017	2018	2019
Target		91	92	93	94	95
Actual Score	90.3					

LUES	2014	2015	2016	2017	2018	2019
Target		88	89	90	92	95
Actual Score	86.3					

TCMS	2014	2015	2016	2017	2018	2019
Target		87	88	90	92	94
Actual Score	84.6					

TCHS	2014	2015	2016	2017	2018	2019
Target		80	83	85	87	90
Actual Score	78.6					

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Focus Area: Quality Teachers, Administrators, and Staff: Ensure quality personnel in all positions.

Decrease Teacher Attrition Rates

LPS	2014	2015	2016	2017	2018	2019
Target			16.00%	15.00%	14.00%	13.00%
Actual Score	15.22%	17.39%				

TCES	2014	2015	2016	2017	2018	2019
Target			7.00%	6.75%	6.50%	6.00%
Actual Score	12.82%	7.89%				

LUES	2014	2015	2016	2017	2018	2019
Target			5.50%	5.25%	5.00%	5.00%
Actual Score	12.12%	5.88%				

TCMS	2014	2015	2016	2017	2018	2019
Target			16.00%	15.00%	14.00%	13.00%
Actual Score	19.61%	18.87%				

TCHS	2014	2015	2016	2017	2018	2019
Target			16.00%	15.00%	14.00%	13.00%
Actual Score	24%	18.37%				

**Toombs County Schools -System Strategic Plan
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Goal #1: Leadership-The Toombs County School System will maintain competent leaders who create and model a vision for high student performance as measured by each school's annual CCRPI.

Focus Area Objective #1	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Establish system and school leadership teams which focus on leader competency.</i>	Create a model for Toombs County School leaders which emphasizes data driven decisions	District Level Administrators School Level Administrators	Meeting agendas& notes Presentation of Information	Ongoing Professional Development	
	Provide District Leaders with on-going Professional Learning for the data driven decision making model	District Level Administrators	Agendas, Sign in sheets,		
	Monitor the implementation of the data driven decision model in the school setting	District Level Administrators School Level Administrators Instructional Coaches	Agendas, Sign in sheets		

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Goal #1: Leadership-The Toombs County School System will maintain competent leaders who create and model a vision for high student performance as measured by each school's annual CCRPI.

Focus Area Objective #2	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Create and develop procedures and protocols for collaboration and leadership development at both the district and school levels.</i>	Establish a schedule for routine administrative meetings focused on leadership development	District & School Level Administrators	Meeting agendas & notes Presentation of Information	Professional Development	
	Develop protocols and procedures for Teacher Induction Programs, PLC's, Leadership Team Meetings, etc.	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets, Protocols Developed/Implemented		
	Teach the protocols and procedures for leadership meetings	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets of Leadership Meetings		
	Monitor the implementation of collaboration of both district and school level.	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets of Leadership Meetings		

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Goal #1: Leadership-The Toombs County School System will maintain competent leaders who create and model a vision for high student performance as measured by each school's annual CCRPI.

Focus Area Objective #3	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Develop an interface between the system strategic plan and school improvement plan with a primary emphasis on student performance.</i>	Develop a system-wide strategic plan	District & School Level Administrators	Meeting agendas& notes Presentation of Information	Professional Development Title Funds IDEA Funds	
	Develop School Improvement Plans which support system-wide strategic plan overarching goals	School Level Administrators	Agendas, sign in sheets, lesson plans		
	Provide PL on how to monitor school improvement plan	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets		
	Monitor to ensure School Improvement plans at the school level are being used for data driven decision making	District & School Level Administrators Instructional Coaches			

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Goal #2: Literacy-All students will develop grade level literacy as measured by appropriate grade level assessments (SRI, DIBELS, SLOs, Georgia Milestones, etc.).

Focus Area Objective #1	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<p><i>Support and monitor the implementation of Striving Reader Grant to ensure fidelity.</i></p>	<p>Create a process for professional development. (Model Used/Data Driven)</p>	<p>District & School Level Administrators</p> <p>Instructional Coaches</p>	<p>Meeting agendas& notes</p> <p>Presentation of Information</p>	<p>Striving Reader Funds</p> <p>Professional Development</p>	
	<p>Monitor the implementation of professional development. (Monthly, Walkthroughs- Formal/Informal)</p>	<p>District & School Level Administrators</p> <p>Instructional Coaches</p>	<p>Agendas, sign in sheets, lesson plans</p>		
	<p>Require the use of Striving Reader learning modules</p>	<p>District & School Level Administrators</p> <p>Instructional Coaches</p>	<p>Agendas, sign in sheets</p>		

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Focus Area Objective #2	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<p><i>Develop a clear understanding of the purpose of the Striving Reader Grant.</i></p>	<p>Ensure resources selected are data driven and focused on literacy</p>	<p>District Level Administrators</p> <p>School Level Administrators</p> <p>Instructional Coaches</p>	<p>Meeting agendas& notes</p> <p>Presentation of Information</p>	<p>Professional Development</p> <p>Striving</p>	
	<p>Develop non-negotiables for the use of Striving Reader</p>	<p>District Level Administrators</p> <p>School Level Administrators</p> <p>Instructional Coaches</p>	<p>Agendas, sign in sheets, lesson plans</p>	<p>Reading Funds</p>	

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Goal #2: Literacy-All students will develop grade level literacy as measured by appropriate grade level assessments (SRI, DIBELS, SLOs, Georgia Milestones, etc.).

Focus Area Objective #3	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Teachers will analyze all available data on an ongoing basis to drive classroom instruction.</i>	Content level meetings are the forum for discussion of this data. Data will be used to develop differentiation groups.	District Level Administrators School Level Administrators Instructional Coaches	Meeting agendas& notes Presentation of Information	Professional Learning Title Funds IDEA Funds	

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Goal #3: Curriculum- Design and Deliver a Guaranteed Viable Curriculum as measured by data assessment documents (i.e., Benchmark Assessments, Common Assessments, Georgia Milestones results, SRI, DIBELS, etc.).

Focus Area Objective #1	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Engage and support all schools in the systematic process of curriculum alignment.</i>	Develop a clear understanding of common expectations for curriculum design and implementation.	District & School Level Administrators Instructional Coaches	Meeting agendas& notes Presentation of Information	Professional Learning Title Funds IDEA Funds	
	Provide professional learning and support to school level leadership in curriculum design and implementation	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets, lesson plans		
	Monitor the redelivery and the implementation of curriculum at each school.	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets		

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Goal #3: Curriculum- Design and Deliver a Guaranteed Viable Curriculum as measured by data assessment documents (i.e., Benchmark Assessments, Common Assessments, Georgia Milestones results, SRI, DIBELS, etc.).

Focus Area Objective #2	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Guide and support schools in using effective instructional strategies.</i>	Provide guidance and ongoing support to school in identifying effective instructional strategies.	District & School Level Administrators Instructional Coaches	Meeting agendas& notes Presentation of Information	Professional Learning Title Funds IDEA Funds	
	Provide professional learning and support to school level leadership on the implementation of effective instructional strategies.	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets, lesson plans		
	Monitor and support by collectively analyzing school implementation data of effective instructional practices.	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets		

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Goal #3: Curriculum- Design and Deliver a Guaranteed Viable Curriculum as measured by data assessment documents (i.e., Benchmark Assessments, Common Assessments, Georgia Milestones results, SRI, DIBELS, etc.).

Focus Area Objective #3	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Guide and support schools in using effective assessment practices.</i>	Provide guidance and ongoing support to school in identifying effective assessment practices.	District & School Level Administrators Instructional Coaches	Meeting agendas& notes Presentation of Information	Professional Learning Title Funds IDEA Funds	
	Provide professional learning and support to school level leadership on the implementation and monitoring of effective assessment practices.	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets, lesson plans		
	Monitor and support schools by collectively analyzing school implementation data of effective assessment practices.	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets		

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Goal #4- Culture -Create a culture where all stakeholders feel value and experience success as measured by the Climate Survey results on the CCRPI.

Focus Area Objective #1	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Create an atmosphere where all community members feel welcome in their school.</i>	Ensure the use of bilingual documents in all buildings	District & School Level Administrators Instructional Coaches Teachers	Meeting agendas& notes Presentation of Information	Professional Learning Title Funds IDEA Funds	
	Provide Cultural Diversity training for all staff	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets, lesson plans		
	Survey parents to develop opportunities for involvement	District & School Level Administrators Instructional Teachers Coaches	Agendas, sign in sheets		
	Provide a bilingual employee in all buildings	District & School Level Administrators			

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Goal #4- Culture -Create a culture where all stakeholders feel value and experience success as measured by the Climate Survey results on the CCRPI.

Focus Area Objective #2	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Increase the expectation of success for all students.</i>	Establish, review, and monitor a system wide attendance protocol	District & School Level Administrators Instructional Coaches	Meeting agendas& notes Presentation of Information	Professional Learning Title Funds IDEA Funds	
	Encourage the expectations that all students should perform at their very best in all classes and monitor through student surveys	District & School Level Administrators Teachers Instructional Coaches	Agendas, sign in sheets, lesson plans		
	Address discipline disparities for all students and encourage the PBIS model for discipline	District & School Level Administrators Teachers Instructional Coaches	Agendas, sign in sheets		
	Establish an academic recognition program at all schools	District & School Level Administrators Teachers Instructional Coaches			

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Goal #4- Culture -Create a culture where all stakeholders feel value and experience success as measured by the Climate Survey results on the CCRPI.

Focus Area Objective #3	Key Actions	Owner(s)	Measured By	Resources Needed	Results of Key Actions
<i>Foster an attitude where all staff members are focused on the needs of their students.</i>	Hold a yearly system wide back to school meeting	District & School Level Administrators	Meeting agendas & notes Presentation of Information	Professional Learning	
	Create a survey for teachers and parents to determine the attitude towards schools and procedures	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets, lesson plans	Title Funds IDEA Funds	
	Provide Poverty Training for teachers and staff	District & School Level Administrators Instructional Coaches	Agendas, sign in sheets		