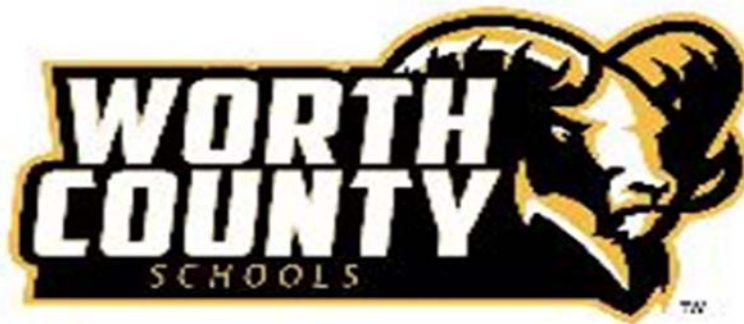


Worth County Schools

Strategic Plan

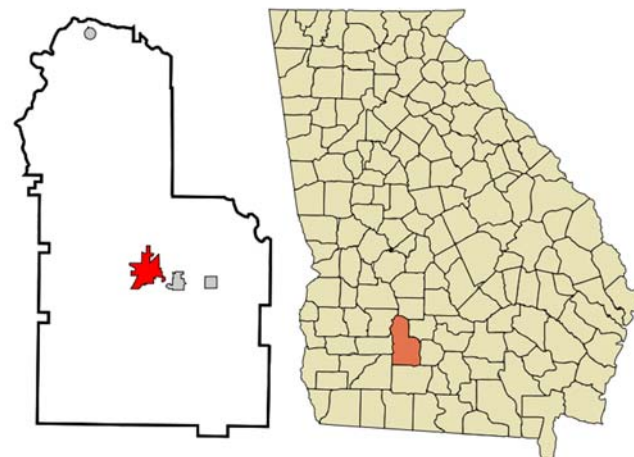
2019-2024

Approved by Worth Board of Education, December 20, 2018



Worth County

Worth County, incorporated December 20, 1853, from land formerly in Dooly and Irwin counties, is named for Major General William J. Worth, a commander in the Mexican War. Worth County, with 569.8 square miles and a population of 21,679 (US Census 2010), includes the towns of Sylvester, Poulan, Warwick, Sumner and Sylvester. Sylvester, the veritable "Peanut Capital of the World," houses the county seat.



Worth County Schools

Student Population March 1, 2018 FTE

- Worth County Primary (PK-2)-902
- Worth County Elementary (3-5)-800
- Worth County Middle (6-8)-696
- Worth County High (9-12)-812
- Worth Achievement Center (6-12)-41

Worth County Schools

Ethnicity/Race March 1, 2018 FTE

3251 Students

Hispanic 2%

Asian 1%

Black 34%

White 60%

Two or more 3%

Economically Disadvantaged

91.65%

October 3, 2017 FTE

Worth County Schools

Student Achievement Georgia Milestones 2018 Proficient and Above

3rd ELA 42.4%

5th ELA 34.1%

8th ELA 44.6%

3rd Math 48.2%

5th Math 28.1%

8th Math 33.1%

**2018 4-Year Cohort
High School Graduation Rate
76.9%**

Worth County Schools

Strategic Planning Process

The Planning Team and the Planning Process

The creation of the Worth County Schools' Strategic Plan 2019-2024 was started in August 2018 when the Board of Education reviewed and adopted the planning structure. District leaders identified three target areas aligned to the system's highest impact areas for improvement: 1) leadership capacity, 2) learning capacity, and 3) resource capacity. The Board of Education (August 14, 2018) and the Super Team (August 20, 2018) received a detailed explanation of the steps of the strategic planning process and its alignment with AdvancED and school board standards.

The Strategic Plan was developed by a team of approximately 50 stakeholders representing all schools, the district office, and the community. The Super Team, which included members from all target area committees, met twice and the three target area committees met a total of six times.

On November 8, the Super Team reviewed and discussed the draft of each committee's goals, objectives, and actions to reach consensus on the strategic plan and chose new vision and mission statements.

Throughout the strategic planning process, the committee members reported to and received input from their various stakeholder groups.

Connecting the Strategic Plan to AdvancED Standards

The strategic planning process was aligned to the AdvancED Performance Standards for School Systems. The explanation of the strategic planning process given to the Board of Education and Super Team showed the alignment to AdvancED standard one: the system maintains and communicates at all levels of the organization a purpose and direction for continuous improvement that commit to high expectations for learning as well as shared values and beliefs about teaching and learning. The 2014 AdvancED Accreditation Progress Review Summary improvement priorities were considered.

Consideration of Data and Identification of Need

The target area committees were asked to review all available data (current school and system improvement plans, CCRPI, student achievement, surveys, etc.) for their goal-setting sessions. Committees used these data to identify areas for growth, to determine goals, to set measurable objectives, and to decide which actions to take to meet the goals.

Development of Goals, Objectives, and Action Steps

After analysis of data, the committees reached consensus on goals, developed measurable objectives and determined actions for each with timelines, funding, persons responsible, and means of evaluation. The plan on which the Super Team came to consensus includes 8 goals, 18 objectives, and 116 action steps.

Action steps are scheduled over a five-year period with most being initially implemented within the first two years. The measurable objectives and accompanying actions are to be reviewed annually using the suggested means of evaluation. This review of progress may result in revisions with action steps being modified or added.

Adoption of System Vision, Mission, and Beliefs

The Vision, Mission, and Beliefs Committee met twice to come to consensus. Additionally, the 14 members of the committee kept vibrant and consistent dialog going via email. A survey about the vision, mission, and beliefs was administered to the high school with over 50 responses. An additional survey was made available to the entire community with over 900 responses. This input added even more support for the final decisions the committee made during the last week of October 2018.

Vision:

Worth County Schools will prepare students to graduate and be productive citizens by providing them with access to high quality programs.

Mission:

Worth County Schools provides a quality education that develops graduates and life-long learners.

Slogan:

Committed to the Success of Every Student

Beliefs

- All students can learn and are unique learners;
- Education is a shared responsibility of the student, home, school and community;
- The district will have well-maintained facilities that promote safe and structured learning environments;
- All decisions will be driven by accurate and relevant data;
- College and career readiness activities prepare students for the future workforce;
- Co- and extra-curricular activities are an integral part of a student's educational experience;
- Readily accessible technology resources improve teaching and learning;
- The system will employ and retain qualified and effective personnel who demonstrate a high degree of professionalism;
- Job-embedded professional learning results in improved instruction and increased student achievement;
- Prompt and regular attendance by all leads to improved performance;
- Effective, consistent, and open communication is essential for the achievement of educational goals.

Super Team Members

Randy Bacon	Sandi Giddens	Kim Pritchard
Molly Barnard	Mandy Gordon	Karen Rackley
Russ Beard	Djana Goss	Steven Rouse
Julie Black	Kerri Hancock	Stephanie Sauls
Elizabeth Brand	Christy Haskins	Bill Settle
Harley Calhoun	Alicia Hill	Tiffany Sevier
Felecia Cook	Butch Jenkins	Tonya Singletary
Lisa Dylinski	Naverrah Jimmerson	Melissa Souter
Donald Edwards	Jason Jones	Cynthia Thompson
Melissa Edwards	Ashley Judy	Kyle Tomlinson
Branda Farrow	Justin Judy	Jennifer Turnbull
Maria Fletcher	Jimmy Odom	Crissy Turner
Christie Foerster	Kira Outlaw	Tracie Turner
Cornelius Frazier	Pam Parten	Zachary Ward
Seth Freeman	Rusty Parten	Jenny Worn
Kristen Garland	Chad Pate	Jared Worthy
Mallory Garwood	Kim Perrin	

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.1		Increase the retention rate of certified employees.			
Measurable Objective 1.1.1		Develop and implement a quality assurance process for exiting employees.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.1.1	Review and update the exit survey to be given to all employees who exit the system.	Spring 2019	N/A	Superintendent HR Director	Survey results from HRD to Superintendent and BOE
1.1.1.2	Review of all Exit forms for the purpose of understanding reasons for departure.	Start Spring 2019 End Summer 2019	N/A	Superintendent HR Director	Written report to Superintendent and BOE
1.1.1.3	BOE and Superintendent may establish a committee to review possible improvements related to certified employee retention.	Fall 2019	N/A	BOE Superintendent	BOE agenda/minutes

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.2		Establish a quality program of leadership succession.			
Measurable Objective 1.2.1		Evaluate the feasibility of establishing a Leadership Training Program.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.2.1.1	A time line and potential content of the Leadership Training Program may be established, based on the outcome of the committee and BOE.	Start January 2019 End May 2019	N/A	Superintendent BOE	Include in BOE agenda and meeting minutes to formalize the start of the program
1.2.1.2	If 1.2.1.1 is approved, develop content, learning objectives, goals, and potential qualifications and candidates for the program.	Start January 2019 End January 2020	N/A	Superintendent	List of committee members Report to the BOE
1.2.1.3	As approved, initial program begins and runs through the school year. (The date for starting the program is flexible – Spring of 2020, or 2021)	Start Spring 2020	N/A	Superintendent	BOE agenda and meeting minutes
1.2.1.4	Inventory the system personnel to identify employees who are not currently in leadership who desire a leadership position.	Spring 2019	None	HR Director	Presentation or memo presenting the findings of the inventory
1.2.1.5	Establish a list of potential leadership positions available in the WCSD.	Fall 2019 Annually	None	HR Director Superintendent BOE	Report of list of potential positions

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.3		Improve the communication within the school system and throughout the community			
Measurable Objective 1.3.1		To improve internal communication with all stakeholders.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.3.1.1	Establish baseline data in terms of the kinds of communication that are used within the school system. (These will be included in the survey.)	Fall 2019	N/A	Principals Directors Superintendent	Formal list and report to BOE
1.3.1.2	Conduct survey of WCSD employees to solicit feedback and suggestions for improvement of communication internally.	Fall 2019	N/A	Superintendent Directors Principals	Results of survey Report to the BOE
1.3.1.3	Utilize the communication structures, like advisory councils, that are in place and create any new ones, like student advisory groups, that may increase communication within the school system.	Fall 2019	N/A	Superintendent	Agendas and minutes from such meetings
1.3.1.4	Develop a press release schedule and protocol to coincide with data releases from the Georgia Department of Education (GMAS, Student Growth, CCRPI, School Climate Ratings, etc.).	Spring 2020	N/A	Public Information Officer	Press Release Schedule Press Release PR Protocol
1.3.1.5	Utilize the district website, social media, our local TV station and our local newspaper to publish school data to encourage transparency and to tell our story.	Spring 2020	N/A	Superintendent Principals Directors	Website Social Media Platforms

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.3		Improve the communication within the school system and throughout the community			
Measurable Objective 1.3.1		To improve internal communication with all stakeholders.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.3.1.6	Utilize all means of communication (district email, various social media accounts, local TV station) to communicate key dates and other information to our stakeholders.	Spring 2020	N/A	Superintendent Principals Directors	District email, various social media accounts, local TV station etc.
1.3.1.7	Develop printed material/advertisements that can be spread throughout the community to highlight the Worth County School District.	Summer 2020	General Fund	Public Information Officer	Printed material/advertisements
1.3.1.8	Continue to grow a system-wide email distribution list for parents and community stakeholders.	Spring 2020	N/A	Superintendent Principals	Email distribution list

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.3		Improve the communication within the school system and throughout the community			
Measurable Objective 1.3.2		To improve external communication with all stakeholders.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.3.2.1	Establish baseline data in terms of the kinds of communication that are used to reach the community.	Fall 2019	N/A	Principals Directors Superintendent	Formal list and report to BOE
1.3.2.2	Conduct survey for the community to solicit feedback and suggestions for improvement of communication externally.	Fall 2019	N/A	Superintendent Directors Principals	Results of survey Report to the BOE
1.3.2.3	Develop a press release schedule and protocol to coincide with data releases from the Georgia Department of Education (GMAS, Student Growth, CCRPI, School Climate Ratings, etc.).	Fall 2019	N/A	Public Information Officer Central Office	File of press releases Press release schedule PR protocol
1.3.2.4	Utilize the district website, social media, our local TV station and our local newspaper to publish school data to encourage transparency and to tell our story.	Spring 2020	None	Superintendent Principals Directors	Files (paper and digital) of press releases
1.3.2.5	Utilize all means of communication (district email, Remind accounts, various social media accounts, local TV station) to communicate key dates and other information to our stakeholders.	Spring 2020	None	Superintendent Principals Directors	File of press releases Data of times accessed, likes, shares, retweets, etc.
1.3.2.6	Develop printed material/advertisements that can be spread throughout the community to highlight the Worth County School District.	Summer 2020	General Fund	Public Information Officer	Documents Files (paper and digital)

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.3		Improve the communication within the school system and throughout the community			
Measurable Objective 1.3.2		To improve external communication with all stakeholders.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.3.2.7	Continue to grow a system-wide email distribution list for parents and community stakeholders.	Spring 2020	None	Superintendent Principals	Lists made available upon request

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.4		Improve stakeholder involvement.			
Measurable Objective 1.4.1		Increase stakeholder involvement via marketing.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.4.1.1	We will market WCS in local media including, but not limited to radio, newspaper, and other entities on a monthly basis.	January 2019 Ongoing	N/A	Superintendent Principals Directors Public Information Officer (PIO)	Copies of published media kept on file at WCBOE
1.4.1.2	Develop and make available, an electronic portfolio containing system information for all stakeholders.	Start January 2019 End December 2019	General Fund	Superintendent Directors PIO	Web page with current system data and information about all schools and system
1.4.1.3	Develop and publish a brochure containing system information.	Start January 2019 End December 2019	General Fund	Superintendent PIO Principals Directors	Brochure available for all stakeholders both electronically and in all district facilities

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.4		Improve stakeholder involvement.			
Measurable Objective 1.4.2		Increase community stakeholder involvement in Worth County Schools.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.4.2.1	Identify community stakeholder types/names (businesses, civic organizations, etc.) and establish baseline data of number of interactions with stakeholders.	Fall 2018	N/A	Principals Parent Coordinators Teachers Directors	Comprehensive list at the central office Site-specific lists
1.4.2.2	Collect baseline data on what methods are used to communicate with community stakeholders.	Fall 2018	N/A	Principals Parent Coordinators Teachers Directors	Comprehensive list is accumulated at the Central Office. Each site maintains its own list.
1.4.2.3	Create template forms to document community stakeholder activity/participation.	Fall 2018	N/A	Principals Parent Coordinators Teachers Directors	Forms in use and collected at each site Data compiled and reported to the board office at the end of each 9 weeks
1.4.2.4	Revitalize the Partners in Education program by working with the Chamber of Commerce to develop a strategic plan for PIE, including recognition of one district partner annually.	Start Fall, 2019	N/A	Principals Central Office	Annual reports to the BOE via principals and Superintendent
1.4.2.5	Each year identify a new community group to focus on for more involvement. Suggested plan #1 = PIE; #2 = Churches; #3 = EDA/Chamber/Civic; #4 = Retirees; #5 = Agriculture, military, etc.	Start, Fall, 2019 Ongoing	N/A	Principals Central Office	Annual reports to the BOE via principals and Superintendent

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.4		Improve stakeholder involvement.			
Measurable Objective 1.4.3		Increase parental stakeholder involvement in Worth County Schools.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.4.3.1	Collect baseline data on what methods are used to communicate with parents.	Fall 2018	N/A	Principals Parent Coordinators Teachers Directors	Comprehensive list at the central office Site-specific lists at each site.
1.4.3.2	Document parent stakeholder activity/participation.	Fall 2018	N/A	Principals Parent Coordinators Teachers Directors	Forms in use and collected at each site Data compiled and reported to the board office at the end of each 9 weeks

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.4		Improve stakeholder involvement.			
Measurable Objective 1.4.4		Increase student enrollment in Worth County Schools.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.4.4.1	Collect baseline data on trends and reasons for students departing the school district.	Summer 2019	N/A	Central Office Principals Parent Coordinators	Report of information compiled at the central office
1.4.4.2	A committee composed of various stakeholders will study the investigative report and make observations and recommendations.	Spring 2020	N/A	Superintendent	Report given to the Board of Education
1.4.4.3	A summary report of student population by grade level with emphasis on increase/decrease will be compiled each year.	Fall 2020	N/A	Principals Parent Coordinators Superintendent Directors	Report prepared for review of a committee
1.4.4.4	A committee will convene each year to review increase/decrease in data, assess previous strategies, and consider new ones.	Fall 2020	N/A	Superintendent	Report prepared by the superintendent for the BOE

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.5		Establish and maintain a safe and orderly environment.			
Measurable Objective 1.5.1		Inspect, report on and improve safety and security at all facilities.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.5.1.1	Develop a district-level safety committee to review the safety of all district facilities in collaboration with each school's safety committee.	Begin Fall 2019 Annually	N/A	Superintendent District Safety Coordinator	Report of recommendations to the BOE from district-level committee
1.5.1.2	Inspect all facilities from a safety and security perspective and offer recommendations.	Start January 2019 End April 2019	N/A	Superintendent Facilities Principals District Personnel	Facilities report to the BOE Agenda and meeting minutes
1.5.1.3	Create a plan to implement the safety and security recommendations identified by the needs assessment.	Start April 2019	N/A	Superintendent	Report to the BOE Approval by the BOE
1.5.1.4	After plan is updated, implement safety and security plan.	Start Summer 2019	N/A	Superintendent	Updated safety plan
1.5.1.5	Analyze climate data and create plans to establish/maintain positive learning environments.	Fall 2021	N/A	Principals Leadership Teams	School climate data School climate plans

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.6		Improve budget and the processes and procedures related to fiscal matters.			
Measurable Objective 1.6.1		Review and report on fiscal operations at all facilities and at all levels.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.6.1.1	Continue to follow and improve upon all recognized best practices related to expenditure controls at the system level and individual school sites.	Start January 2019 End July 2019	N/A	Superintendent Principals District and school level Financial Personnel	Report to the BOE with agenda and meeting minutes
1.6.1.2	Investigate innovative practices and new technologies related to fiscal protection, operations, and reporting.	Start Spring 2019 End December 2019	N/A	Director of Finance Superintendent	BOE agendas and meeting minutes
1.6.1.3	Recommend and implement any new best practices and equipment/software/procedures	Start January 2020 End Ongoing	General Fund Grants	Director of Finance Superintendent	Report to the BOE and approval by the BOE

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 1		Leadership Capacity			
Specific Goal 1.6		Improve budget and the processes and procedures related to fiscal matters.			
Measurable Objective 1.6.2		The board of education and administration will provide more transparency about fiscal matters.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.6.2.1	The board of education will make budget information readily available each month.	Start January 2019 End Ongoing	N/A	Superintendent District Financial Personnel	Posting of information on Website and in BOE reports
1.6.2.2	Create a Frequently Asked Questions (FAQ) page on the board of education website and/or a brochure aptly titled.	January 2019 End Start of new Budget Cycle	General Fund	Superintendent District Financial Personnel	Website Brochure
1.6.2.3	Continually report SPLOST revenue and plans for future facility needs.	Start January 2019 End Ongoing	N/A	Superintendent Director of Finance	Agendas and minutes of cabinet and BOE meetings
1.6.2.4	Widely communicate how school system budgets work via faculty meetings, surveys, and system website.	Start January 2020 End Ongoing	N/A	Superintendent, Director of Finance Principals and Bookkeepers	BOE agenda and meeting minutes Faculty MT agendas Leadership TM agendas and minutes

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture that increases student achievement to graduate college and career ready students.			
Measurable Objective 2.1.1		Implement and monitor PLCs.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.1.1	Develop and implement data analysis processes for achievement, attendance, and behavior.	Spring 2019	N/A	Principals Leadership Teams PLCs	Agendas Sign-in sheets Data analysis process Data reports
2.1.1.2	Provide continuous professional learning that promotes student engagement, collaborative problem solving, critical thinking, creativity, and inquiry-based learning.	Spring 2019	Local Federal	Curriculum Director Principals SIS	Agendas Sign-in sheets Professional Learning Report
2.1.1.3	Develop and implement a comprehensive district plan to train professional and support staff in the interpretation and use of instructional data to inform instructional and operational decision making.	Spring 2019	Local	Curriculum Director Principals SIS	Agendas Sign-in sheets Professional Learning Plan
2.1.1.4	Provide meaningful professional learning that specifically relates to duties and responsibilities.	Spring 2019	N/A	Curriculum Director Principals SIS	Agendas Sign-in sheets PL Report
2.1.1.5	Provide time within the work day or school calendar for professional learning.	Fall 2019	N/A	Superintendent Principals	Agendas Sign-in sheets Professional learning calendar

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture that increases student achievement to graduate college and career ready students.			
Measurable Objective 2.1.1		Implement and monitor PLCs.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.1.6	Develop and implement a process for evaluating the effectiveness of professional learning opportunities to include an annual needs assessment.	Fall 2019	N/A	Curriculum Director	Evaluation process Needs assessment results
2.1.1.7	Increase partnerships and collaboration with regional and state educational agencies to support professional learning.	Winter 2019	Local Federal Southwest Georgia RESA	Curriculum Director	List of partner contacts PL Plan
2.1.1.8	Provide job-specific professional learning based on identified needs of support staff (customer service training, financial procedures training, SafeServ training, PBIS training for bus drivers, etc.)	Fall 2021	PL Funds	Curriculum Director	PL Plan PL Calendar Agendas Sign-in sheets
2.1.1.9	Use PLCs to integrate careers into instruction.	Spring 2019	N/A	CTAE Director Principals SIS Exploratory Teachers	Agendas Sign-in sheets Classroom observations
2.1.1.10	Conduct professional learning on the GaDOE FIP Foundations Course series for leaders and teachers.	Spring 2019	N/A	Superintendent Curriculum Director	Agendas Sign in sheets

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture that increases student achievement to graduate college and career ready students.			
Measurable Objective 2.1.2		Monitor and adjust instruction based on multiple data points.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.2.1	Implement and support formative instructional practices and processes from FIP modules to improve teaching and student learning.	Begin Winter 2020	N/A	Curriculum Director Principals Leadership Teams SIS	Observation data Student work
2.1.2.2	Utilize a data management system to analyze mid-term and/or quarterly data to guide instruction and to plan for mastery.	Fall 2019	Local	Curriculum Director Leadership Teams SIS	PLC agendas and minutes Leadership Team agendas and minutes Analysis reports
2.1.2.3	Organize and establish expectations for vertical alignment teams.	Fall 2019	N/A	Curriculum Director Principals SIS	Vertical alignment protocol Lists of vertical teams
2.1.2.4	Provide time during the school calendar for vertical alignment teams to meet.	Fall 2019	PL Funds	Superintendent Curriculum Director Principals	District calendar
2.1.2.5	Implement vertically-aligned curriculum in all content areas.	Fall 2021	N/A	Curriculum Director Principals SIS	Curriculum guides Lesson plans Observation data
2.1.2.6	Create and implement common formative and summative assessments aligned to success criteria of Achievement Level Descriptors (ALD) in all content areas.	Winter 2020	N/A	Curriculum Director SIS Department Heads	Agendas Minutes Assessments Student learning data

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture that increases student achievement to graduate college and career ready students.			
Measurable Objective 2.1.2		Monitor and adjust instruction based on multiple data points.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.2.7	Address non-academic barriers to student learning by connecting students and families with resources to support and improve student achievement.	Fall 2021	GaDOE Southwest Georgia RESA	Student Support Counselors Social Workers Principals	List of support services Schedule of support services
2.1.2.8	Create a literacy team with representatives from all schools to develop a district literacy plan to include success criteria and anchor papers for all grade levels.	Fall 2019	Local	Curriculum Director Principals SIS	Literacy Plan Grade Level Success Criteria and Anchor Papers
2.1.2.9	Develop and implement a comprehensive instructional framework that integrates literacy across all content areas.	Fall 2020	Local Federal Programs	Curriculum Director Principals SIS	Instructional framework Observations Student achievement data
2.1.2.10	Establish a district-wide assessment team to create and communicate an assessment plan to include a glossary of key assessment terms.	Fall 2019	N/A	Curriculum Director Principals SIS Teachers	Minutes Assessment Plan Glossary
2.1.2.11	Provide school-level support for ELs.	Fall 2019	Federal Local	Superintendent Federal Programs Curriculum Director	ACCESS data

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture that increases student achievement to graduate college and career ready students.			
Measurable Objective 2.1.3		Increase graduation rate.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.3.1	Develop protocols for mentor/mentee relationships and activities.	Fall 2019	N/A	Mentor Coordinator Student Support Coordinator Principals	Protocol
2.1.3.2	Create and implement a protocol to track and monitor 4-year-cohort students' course records and attendance.	Spring 2019	N/A	Principal Counselors Leadership Team	Cohort grade and attendance reports for each grading period Graduation rate Report
2.1.3.3	Develop and monitor a student advisement program.	Fall 2022	N/A	Principal Counselors Teachers	Advisement schedules Advisement agendas
2.1.3.4	Track and monitor truancy by gender, age, days of the week, excused and unexcused absences.	Spring 2019	N/A	Leadership Teams Attendance Team Social Worker Student Support	Attendance data Attendance referrals
2.1.3.5	Monitor sub-group graduation gap with graduation checklist to ensure students have necessary credits for regular education diploma.	Summer 2019	N/A	Curriculum Director Principal	Subgroup graduation data Graduation checklist List of students
2.1.3.6	Provide expanded on-line learning opportunities beyond the school walls.	Fall 2019	Local	Curriculum Director Principal	Usage Reports

Worth County Schools Strategic Plan 2019-2024

Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture that increases student achievement to graduate college and career ready students.			
Measurable Objective 2.1.3		Increase graduation rate.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.3.7	Increase high school course opportunities at the middle school level.	Fall 2020	Local	Curriculum Director Principal	Middle school course offerings
2.1.3.8	Provide career awareness opportunities K-12.	Spring 2019	N/A	CTAE Director CTAE Teachers Principals Counselors	Career awareness schedule for each school Career Fair dates and agendas
2.1.3.9	Evaluate the effectiveness of the current credit recovery and alternative school software.	Fall 2019	Local	Curriculum Director Principals	Software evaluation
2.1.3.10	Research and report additional career pathways aligned to student interests, aptitudes, and community needs.	Fall 2021	N/A	CTAE Director CTAE Teachers Counselors Principals	Student survey results Community survey results Number of pathway completers Number receiving industry certification Pathway report
2.1.3.11	Implement new career pathways based on student interests and/or program needs assessments.	Fall 2023	Perkins Local Grants	CTAE Director Curriculum Director Principal	Pathway enrollment Number of pathway completers Number receiving industry certification
2.1.3.12	Increase opportunities for student involvement in co-curricular and extra-curricular activities.	Fall 2019	N/A	Principals Leadership Teams	Recruitment flyers Number of students in clubs, athletics, etc.

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Strategic Goal Area 2		Learning Capacity			
Specific Goal 2.1		Develop a learning culture that increases student achievement to graduate college and career ready students.			
Measurable Objective 2.1.3		Increase graduation rate.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.1.3.13	Implement 4x4 block schedule at Worth County High.	Fall 2019	N/A	Curriculum Director Principal	High school schedule

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.1		Increase retention of high-quality employees by providing induction and mentoring programs.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.1.1	Establish the purpose, goals, events, and timeline for a teacher induction program which provide a clear understanding of expectations for success in the WCSD.	In progress Ongoing	N/A	Curriculum Director HR Director Principals Instructional Technology Specialists (ITS)	Induction Program Handbook
3.1.1.2	Develop a plan for a mentor program and establish criteria for mentors.	In progress Ongoing	N/A	Superintendent Directors Principals ITS School Improvement Specialists (SIS)	Mentoring Guidelines
3.1.1.3	Select and train mentors.	Beginning Spring 2020	N/A	HR Director Principals ITS SIS	Agendas Sign-in sheets Observations of mentor-mentee interaction
3.1.1.4	Communicate the purpose, goals, and expectations to program participants.	Fall 2019	N/A	HR Director Principals ITS SIS	Agendas Sign in sheets NHO Agenda

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.1		Increase retention of high-quality employees by providing induction and mentoring programs.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.1.5	Ensure implementation of the mentor program.	Fall 2020	PL Budget	HR Director Principals	Observations Mentor/mentee meeting summary notes Reflection/activity journals of mentees
3.1.1.6	Develop an evaluation tool for mentor teachers.	Fall 2020	N/A	HR Director ITS	Evaluation tool
3.1.1.7	Evaluate the effectiveness of the mentor program.	Annually beginning Spring 2021	N/A	HR Director ITS Principals	Survey results Formal/informal walkthrough data TKES data
3.1.1.8	School administrators will set aside a portion of professional development funds annually to fund teacher induction and mentoring programs.	In progress Ongoing	Professional Learning Funds	Curriculum Director	Report of funds available to Superintendent

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.2		Implement effective Professional Learning Communities (PLCs).			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.2.1	Develop and establish consistent PLC expectations for ALL employees.	Summer 2019	N/A	Superintendent Directors Principals	Written expectations Meeting agendas Sign in sheets
3.1.2.2	Observe PLCs for implementation.	Fall 2019 Ongoing	N/A	Principals Asst. Principals SIS	TKES observations Meeting agendas Assessment data
3.1.2.3	Provide professional learning for educating the whole child, EL, implementation of Formative Instructional Practices (FIP), transitioning to 4x4 block schedule, and integrating career awareness	Beginning Fall 2019	PL Budget	Curriculum Director SIS SSW	Meeting agendas Sign in sheets Observations PL evaluations
3.1.2.4	Survey PLC participants to identify areas of need.	Beginning Spring 2020 Annually	N/A	Curriculum Director	Needs assessment Survey results
3.1.2.5	Conduct monthly technology meetings.	Beginning 2019 Ongoing	N/A	Technology Director Media Specialists	Meeting agendas Sign in sheets Revised Technology Plan Technology inventory

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.2		Implement effective Professional Learning Communities (PLCs).			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.2.6	Develop district expectations for incorporating technology into classroom instruction and provide instructional technology support as needed.	Expectations Spring 2020 Support Fall 2020	N/A	Instructional Technology Coach	Meeting agendas Sign in sheets Classroom observations
3.1.2.7	Communicate professional learning goal/plan requirements and expectations to certified employees.	Beginning Fall 2019 Annually	N/A	Curriculum Director	Meeting agendas Sign in sheets
3.1.2.8	Provide opportunities for paraprofessionals and assistant principals to participate in PLCs.	Beginning Fall 2019	PL Budget	Curriculum Director Principals SIS	Professional Learning Plan Agendas Sign in sheets
3.1.2.9	Develop and implement a district Professional Learning Plan with yearly calendar.	Fall 2019	PL Budget	Curriculum Director	Professional Learning Plan Professional Learning Calendar
3.1.2.10	Establish a budget for professional learning.	Spring 2019	Local Federal	Superintendent PL Coordinator Federal Programs Director of Finance	Budget

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.2		Implement effective Professional Learning Communities (PLCs).			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.2.11	Provide scheduled time for collaboration meetings with school administrators and transportation department staff.	Fall 2019	N/A	Superintendent Transportation Director	Meeting schedule

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.3		Use technology and digital resources effectively.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.3.1	Revise the district technology plan including scheduled replacement of software and hardware.	Mid-year Annually	Local Federal	Technology Director Media Specialists Federal Programs Director	Technology Plan published on district web site Technology Plan presented to the BOE
3.1.3.2	Plan for system digital resources (identify, acquire, and retain).	Spring 2020 Annually	Local Federal	Technology Director Curriculum Director	Technology Plan
3.1.3.3	Communicate district technology and digital resources plan to all stakeholders.	Annually (at the beginning of each school year)	N/A	Technology Director Principals	Agendas Sign off
3.1.3.4	Survey all stakeholders to determine technology needs (including digital resources).	Fall 2019 Annually	N/A	Technology Director Curriculum Director	Survey results
3.1.3.5	Implement technology plan to include critical thinking and collaborative learning.	Begin Fall 2020	N/A	Technology Director Curriculum Director	Observation data (using ELEOT or similar tool)

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.3		Use technology and digital resources effectively.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
				Principals Media Specialists	
3.1.3.6	Conduct training for the use of current technology.	Begin Fall 2019	Technology Budget	Technology Director Curriculum Director Principals SIS	Agendas Sign in sheets Observation data

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.4		Revise the district five-year facility plan.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.4.1	Form a review team with representatives from each school to review the current facility plan.	Fall 2019	N/A	Superintendent Maintenance Director Principals School Nutrition Director	Review team list
3.1.4.2	Revise the facility plan annually with attention to the age of buildings and input from all stakeholders.	Midpoint of each year	N/A	Superintendent Maintenance Director Principals School Nutrition Director	Agendas Sign in sheets Revised plan
3.1.4.3	Present revised plan to Board of Education annually.	Fall 2020	N/A	Superintendent	BOE agenda BOE minutes
3.1.4.4	Communicate current and future facilities plans to all stakeholders.	Fall 2020	N/A	Public Information Officer (PIO)	District web site Sylvester <i>Local</i> article Staff meeting agendas

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Strategic Goal Area 3		Resource Capacity			
Specific Goal 3.1		Ensure resources are aligned with system vision, mission, and beliefs.			
Measurable Objective 3.1.4		Revise the district five-year facility plan.			
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.4.5	Implement safety and security recommendations identified by current needs assessment.	Ongoing	Local	Maintenance Director	Needs assessment results Documentation of safety and security measures
3.1.4.6	Digitize tickets/work orders for maintenance orders.	Fall 2021	Local	Maintenance Director Technology Director	Data tracking
3.1.4.7	Ensure the transportation department has a modern fleet of buses to transport students safely on all routes and all district/school events. Annually evaluate the need to add one new school bus to the fleet to ensure continuous improvement and safety. (No buses greater than 10-years of age).	Begin Spring 2019 Annual review	Local, QBE	Director of Transportation	Bus inventory list
3.1.4.8	Design and implement a Digital Bus for mobile learning through Worth County.	Spring 2023	Local	Director of Transportation Director of Technology Instructional Technology Specialist	Implementation plan detailing purpose and use of Digital Bus