Turner County School System Strategic Plan
Craig Matthews, Superintendent

2022 Version

Committee Members

District Leadership Team
Mr. Craig Matthews, Superintendent (Cohort 62)
Dr. La Shonda Flanders, Assistant Superintendent, Curriculum & Instruction/Teaching & Learning (Cohort 62)
Mrs. Elizabeth Walker , Assistant Superintendent, Chief Financial Officer & Operations (Cohort 62)
Mrs. Eva Joiner , Director of Career Technical & Agricultural Education (Cohort 62)
Mrs. Amy Daily, Director of School Nutrition
Mr. Josh Gore, Director of Maintenance
Mrs. Sonya Mizell, Director of Special Education
Mrs. Michelle Owens, Director of Human Resources
Mrs. Shylynski Smith, District Social Worker
Mrs. Zetta Terry, Director of Federal Programs, Assessments, & Student Services
Mrs. Jennifer Thomas, Director of Technology
Ms. Kerry White, District Mental Health Counselor

GLISI Cohort 62 Team
Mr. Jason Clark , Turner County High School, Principal
Mr. Rodney Daniels , Turner County Middle School, Principal
Mr. Bernard Joiner, Turner County Elementary School, Principal
Mr. Bryson Daniels, Assistant Principal/Director of Athletics
Mrs. Vicki Brown, Instructional Coach
Ms. Christina Buchanan, Instructional Coach
Ms. Mollie Roberts ,Teacher
Ms. Caroline Stubbs , Teacher

Turner County School System

The Turner County School System is located in Turner County Georgia. Turner County is a rural community in southwest Georgia. The county was organized in 1905 from parts of Irwin, Wilcox, Worth and Dooly counties. The county seat, Ashburn, was named in honor of W.W. Ashburn who built the first sawmill in the area. The School System is made up of one elementary school, one middle school and one high school. Based on information from the Turner County Schools' Information System, the School System currently has a total enrollment of 1168 students in grades PK-12. The School System's ethnicity is: 66% Black; 26% White; 5% Hispanic; 2% Multi-racial and 1% Asian/Pacific Islander. Students with Disabilities make up 13% of the total student population. One hundred percent of Turner County's students are in the Community Eligibility Provision meal program.

Turner County Schools

Turner County Elementary School

Turner County Elementary School has a total enrollment of 579 students in grades PK-5. The school is a Title I School.

Turner County Middle School

Turner County Middle School has a total enrollment of 246. The school is a Title I School.

Turner County High School

Turner County High School has a total enrollment of 343 students. The graduation rate for the 2020 graduating class was 95.24%.

Turner County School System

Strategic Planning Process

The Planning Team and the Planning Process

The creation of the Turner County Schools' Strategic Plan 2019-2024 was started in June 2018, when the Board of Education reviewed the planning structure. As a result of the Turner County Board of Education examining its Systems' structures, long range plans, and improvement outcomes, the Turner County Schools Strategic Plan for 2019-2024 was developed. District leaders along with Georgia Leadership Associates facilitators decided to align the Strategic Plan Goal Areas with Cognia standards of 1) Leadership Capacity, 2) Learning Capacity, and 3) Resource Capacity. The Board of Education (June 12, 2018) and the Super Team (August 30, 2018) received a detailed explanation of the steps of the strategic planning process and its alignment with Cognia and school board standards.

The Strategic Plan was developed over several months by a team of approximately 25 stakeholders representing all schools, the district office and the community. The Super Team, which included members from all goal area committees, met three times and the three goal area committees met a total of 10 times.

On November 8, 2018, the Super Team reviewed and discussed the draft of each committee's goals, objectives, and actions to reach consensus on the strategic plan. At another Super Team meeting on November 13, 2018, the members discussed and chose new vision and mission statements and voted on changes to the belief statements.

Throughout the strategic planning process, the committee members reported to and received input from their various stakeholder groups through face-to-face contact, emails, school meetings and review of draft documents.

The GLISI Cohort 62 participated in the Georgia Leadership for School Improvement (GLISI), Base Camp and Leadership Summit engaging in several district and school improvement professional learning sessions. These training and coaching experiences are designed to cultivate leadership capacity and build stronger team-performance. Actively participating in the collective inquiry process, the experience solidified the following Theory of Action: If we clearly define and communicate high expectations and accountability measures for student achievement, it will help us offer the instructional support teachers need to provide quality instruction, which will result in increasing student achievement. As a result, Turner County Schools' Strategic Plan was revised during the fall of 2021 to continue to guide this work.

Connecting the Strategic Plan to Cognia Standards

The strategic planning process was aligned to the Cognia 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 Cognia standards. District Leaders reviewed Cognia Standards and identified the three (3) goal areas for the strategic plan. Those were: Leadership Capacity, Learning Capacity and Resource Capacity. As the committees met, goals, objectives, and action plans were considered and chosen which addressed those three goal areas. The various components of the plan, research-based actions, evaluation, timeline and resources also support the expectations of these Cognia Standards.

Consideration of Data and Identification of Need

The three goal area committees were asked to review and consider any available data (system and school improvement plans, state and local student data, CCRPI, surveys etc.) for their goal setting sessions. Committee members also considered stakeholder input and feedback from constituents. The committees used these data to identify areas for growth, to determine goals, to set measurable objectives, and to decide which action steps would need to be taken to achieve the goals.

Development of Goals, Objectives, and Action Steps

After the committees analyzed the available data, the members of each committee reached consensus on goals, developed measurable objectives and determined actions for each with timelines, funding, persons responsible, and means of evaluation. The final plan on which the Super Team came to consensus includes goals, objectives and action steps. Action steps are scheduled over a five-year period with most being initially implemented during 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 Super Team reviewed the current vision, mission, and belief statements. An email was sent to Super Team members asking for input on whether to keep the current vision and mission statements or to change. Stakeholders were also asked to give input on possible changes. The Super Team considered the input gathered. After discussion, it was determined that the vision and mission would be changed. The team considered several possibilities and voted on a new vision statement and a new mission statement. The team then considered the belief statements. After discussion, the Super Team decided to make a few changes to the belief statements, combining two statements, changing some wording, and adding two additional statements.

Vision:

Excellence in Education

Mission:

To provide a high-quality education leading to success in college, career, and life.

Belief Statements:

- Every student is important, unique, and can become college, career, and life ready.
- Great results occur when dedicated teachers, motivated students, and engaged parents share high expectations.
- Schools will achieve success when all stakeholders communicate, collaborate, and cooperate.
- Safe, orderly, and supportive school environments are essential to student success and well-being.
- Exemplary practices in teaching and learning pave the way for student success.
- Technology plays an integral part in educating our students.

Strategic Goal Area 1	**Leadership Capacity**				
Specific Goal 1.1	**Increase Stakeholder Involvement**				
Measurable Objective 1.1.1	**Increase parent involvement in activities that support teaching and learning by 10%.**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
1.1.1.1	Create a baseline of parent involvement	Aug. 2019 to May 2020	N/A	Principals	Parent Involvement Reports
1.1.1.2	Maintain and sustain seamless district website and social media pages that are consistent and easy to navigate across all schools	Jan- May 2022	N/A	Director of Technology	Monitor Social media outlets • Facebook • Twitter • Instagram • District & Schools' Websites
1.1.1.3	Consistently use the call out system to notify parents of emergencies, school activities, etc. (pursue possible sponsorship to cover cost)	Jan. - May 2022	TBD	Director of Technology SIS manager	System implemented. Information collected and submitted to Superintendent
1.1.1.4	Monitor parent contact/involvement data via Infinite Campus SIS.	Jan. - May 2022	N/A	System Admin Team	Infinite Campus Student Information System
1.1.1.5	Create a survey to be completed by parents/guardians concerning participation in parent involvement opportunities (available in various formats)	March 2019	N/A	System Admin Team designee	Creation of survey, survey results

Strategic Goal Area 1	**Leadership Capacity**				
Specific Goal 1.1	**Increase Stakeholder Involvement**				
Measurable Objective 1.1.2	**Increase partnerships with community stakeholders by 10%**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
1.1.2.1	Establish a committee to identify potential business partners	Jan. - May 2022	N/A	Superintendent/ Designee	Establish committee
1.1.2.2	Identify potential community stakeholders and establish standard procedures to create partnerships	Jan. - May 2022	N/A	Superintendent/ Designee	List of potential partners and procedures
1.1.2.3	Develop a plan for recognition of business partners	Jan. - May 2022	N/A	Superintendent/ Designee	Recognition plan
1.1.2.4	Create a baseline of current partnerships	Jan. - May 2022	N/A	Superintendent/ Designee	Baseline

Strategic Goal Area 1	**Leadership Capacity**				
Specific Goal 1.2	**Develop Professional Learning for Current and Aspiring Leadership Personnel**				
Measurable Objective 1.2.1	**Implement a plan for Professional Learning for current and aspiring leadership personnel by September 1, 2020.**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
1.2.1.1	Establish a committee to create a professional learning plan for current and aspiring leadership personnel	Jan. 2019	CPRESA	Superintendent DLT	Establishment of committee
1.2.1.2	Create and implement a professional learning plan for current leadership personnel	Sept. 2019	GSSA CPRESA Professional Organizations	Superintendent, Committee	Job Alike Participation Professional organization participation
1.2.1.3	Create and implement a professional learning plan for aspiring leadership personnel	Sept. 2020	N/A	Superintendent	Aspiring leader program participation

Strategic Goal Area 1	**Leadership Capacity**				
Specific Goal 1.3	**Improve Operational Processes and Procedures**				
Measurable Objective 1.3.1	**Increase employee satisfaction by improving the efficiency of operational processes and procedures**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
1.3.1.1	Establish a committee to create a survey of employees on the efficiency of operational processes and procedures	March 2019	N/A	Superintendent	Establishment of committee
1.3.1.2	Committee will create and administer a survey to assess satisfaction of employees who engage with system wide operational processes and procedures	May 2019 and ongoing	N/A	Committee Chair	Create a survey
1.3.1.3	Analyze data and formulate a plan for addressing concerns indicated by survey results	Nov. 2019	OneSource Employee Handbook Procedures Google Drive shared procedures	Committee Chair	Formulate plan

Strategic Goal Area 2	**Learning Capacity**				
Specific Goal 2.1	**Develop a learning culture in schools that would increase student achievement**				
Measurable Objective 2.1.1	**Increase the percentage of students achieving a 2 or 3 on State and Local assessments by 3%**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
2.1.1.1	District Instructional Team will identify, assess, and implement professional learning to address professional learning needs in a systematic manner	Jan. 2019-ongoing	PL Budget (Title II)	C&I Director, Principals, Team Members (teacher leaders), Instructional Coaches	Surveys, meeting minutes, agendas, sign in sheets, memos, common and/or collaborative assessments utilizing Achievement Level Descriptors (ALDs), instructional frameworks, data analysis, intervention tools
2.1.1.2	Implement and/or enhance effectiveness of student-led data conferences: Students will be able to express what they are learning, why they are learning the expected standard(s), and articulate the intended success criteria (how they know they've learned it?).	Aug.2019-ongoing	PL funds (Title II)	Assistant Superintendent for Curriculum, Curriculum Team, Principals, Instructional Coaches, Leadership Teams, School Data Teams	Observations, student data cards, data logs, data conference items, student feedback, ARC leveling data

2.1.1.3	Communicate and monitor behavior expectations for PBIS for students, faculty, and staff	Aug.2019-ongoing	School funds	District PBIS Coordinator, Principals, PBIS Teams	School discipline data SWIS, training agenda, meeting sign in sheets, Restorative Practices data
2.1.1.4	Create and implement a system of progress monitoring for new and existing strategies and programs for all tested subjects	Aug.2019-ongoing	Federal Programs, SPLOST	Intervention Specialists, Instructional Coaches	Milestones, benchmarks, common/ District assessments, meeting notes, Illuminate Assessment Management Systems
2.1.1.5	Effectively incorporate standards-based instruction, using Achievement Level Descriptors, deconstructing standards, learning targets, benchmark assessments, etc. across all content areas	Jan. 2019-ongoing	N/A	Assistant Superintendent, Curriculum Team, Teachers, Instructional Coaches, Principals, C&I Director	Lesson plans, deconstructing standards indicated, common assessments, benchmarks, pacing guides and units

Strategic Goal Area 2	Learning Capacity				
Specific Goal 2.2	Develop a consistent reading curriculum in K-12 that will positively impact student achievement.				
Measurable Objective 2.2.1	Increase % of students reading on grade level as measured by State and Local assessment tools.				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
2.2.1.1	Develop a viable K-12 reading and writing curriculum	Jan.2019-ongoing	N/A	C&I Director, ELA Teacher Leaders	Committee minutes, sign in sheets, assessment samples
2.2.1.2	Incorporate regular discussion of Lexile/stretch bands or American Reading Company (ARC), during student led conferences and parent/teacher/student conferences	Aug.2019-ongoing	N/A	Teachers, Students, School Administrators	Parent contact logs, student conference documents, open house, etc. sign in sheets
2.2.1.3	Identify lowest quartile of students and meet frequently to discuss student progress and instructional strategies	QBE	N/A	Data Teams, Intervention Specialists, Reading Teachers, SPED Teachers	Student data, data team meeting notes/documents (What specific data sources are we reviewing with students? These sources should point to or guide student achievement processes.) Milestones, BEACON, Benchmarks

Strategic Goal Area 2	**Learning Capacity**				
Specific Goal 2.3	**Develop and support Career Awareness among students**				
Measurable Objective 2.3.1	**Increase the number of students completing 2 or more Pathways**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
2.3.1.1	Provide training and support for sustainable implementation of GAfutures	Aug.2019-ongoing	GAFutures	CTAE Director Counselors, Principals, Teachers	Student information system data, training documents, student brochures
2.3.1.2	Introduce career interest inventories (K-5), create Career Portfolios (Middle Schools), create college portfolios (High School), and complete Capstone Projects (Grade 12)	Ongoing	YouScience	Counselors, Teachers as Advisors, Community Partners	Rubrics, finished products
2.3.1.3	Provide opportunities for students to begin pathways in grades 6-12	Ongoing	MS Connections programs	Counselors, Principals, CTAE Personnel	Master schedule, End of Pathway assessments, GMAS readiness indicator
2.3.1.4	Increase partnerships with local technical colleges, Two and Four year colleges and universities	Jan.2019-ongoing	Transportation	Counselors, Tech College and College Personnel	Meeting notes, emails, enrollment numbers, Career Day documents

2.3.1.5	Strengthen community engagement through dialogue with community partners, community organizations and clubs to heighten awareness of college and career opportunities	Jan. 2019-ongoing	N/A	Counselors, Teachers, Principals, Superintendent, Community in Schools (CIS)	Community service projects, meeting notes, participation logs, Did you know ads, CCA application, Family Connection
2.3.1.6	Increase student organizations participation and to develop and support career awareness among students	Jan. 2019-ongoing	N/A	CTSOs, Student Representatives	Membership rosters, meeting agendas, minutes

Strategic Goal Area 2	**Learning Capacity**				
Specific Goal 2.4	**Develop a consistent math curriculum in K-12 that will positively impact student achievement**				
Measurable Objective 2.4.1	**Increase Percentage of students demonstrating proficiency of math standards**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
2.4.1.1	Incorporate Standards of Mathematical Practice in daily instructional practices (1- 8)	Jan. 2019-on ging	N/A	Math Teachers, Instructional Coaches, C&I Director	Teacher lesson plans, common assessments District-wide Benchmark Assessments Walkthroughs

Strategic Goal Area 3	**Resource Capacity**				
Specific Goal 3.1	**Increase Effectiveness of Professional Learning**				
Measurable Objective 3.1.1	**Maintain System-wide Professional Learning Plan**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
3.1.1.1	Turner County Schools Instructional Team will revise the District Professional Learning	March 2019	N/A	C&I Director, Curriculum Instructional Team	Professional Learning Plan presented to Superintendent/BOE
3.1.1.2	Sustain the initiative of having instructional coaches and interventionists for middle and high school to assist in delivering professional learning	Ongoing	N/A	Federal Programs Director, CFO C&I Director	Report to Superintendent

Strategic Goal Area 3	**Resource Capacity**				
Specific Goal 3.2	**Increase Effectiveness of Professional Learning Communities**				
Measurable Objective 3.2.1	**System wide participation in PLCs will increase student achievement in designated areas**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
3.2.1.1	Publish professional learning community norms and expectations on the Turner County Schools website.	March 2019 Review Annually	N/A	C&I Director, Professional Learning Committee	Norms posted on website
3.2.1.2	System-wide training and implementation of PLC procedures	Start Sept. 2019	N/A	C&I Director. Professional Learning Committee	Meeting Agendas
3.2.1.3	Evaluate classroom instruction for effective use of PLC defined instructional strategies	Start Oct. 2019-Ongoing	N/A	Principals, Assistant Principals, School Leadership Team, Instructional Coaches, Interventionists	TKES, Data

3.2.1.4	Implement interventions for areas of critical need based on previous classroom observations	Start Dec. 2019-Ongoing	N/A	Principals, Assistant Principals, School Leadership Team, Instructional Coaches, Interventionists Professional Learning Committee	Classroom Observations, Data
3.2.1.5	Obtain feedback from participants to determine PLC effectiveness	Ongoing Annually	N/A	C&I Director	Survey Responses

Strategic Goal Area 3	**Resource Capacity**
Specific Goal 3.3	**Improve Recruitment of Highly Qualified Teachers**
Measurable Objective 3.3.1	**Number of Highly Qualified Teachers will increase**

	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
3.3.1.1	Create HR Committee to establish standards of recruitment	Jan. 2019	N/A	Human Resources Director, Superintendent	Roster of Committee Members
3.3.1.2	Increase participation in teacher job fairs across the state.	Start Feb. 2019-Ongoing	N/A	HR Director, Principals, Athletic Director	Report of highly qualified Hires
3.3.1.3	Partner with local colleges to increase the number of student teachers.	Start March 2019-Ongoing	N/A	HR Director, Chair of HR Committee	Increase in number of student teachers
3.3.1.4	Include accurate and updated employment page on district website and TeachGeorgia.org.	Start Jan. 2019-Ongoing	N/A	Human Resources Director, Technology Director	Reports from TeachGeorgia.org, reports from Website Traffic
3.3.1.5	Develop and implement in-house job application process	Completed by Jan. 2023	TBD	Human Resources Director, Committee	Application response data

Strategic Goal Area 3	**Resource Capacity**				
Specific Goal 3.4	**Improve Retention of Highly Qualified Teachers**				
Measurable Objective 3.4.1	**Number of Highly Qualified Teachers leaving system will decrease**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
3.4.1.1	HR committee will develop system-wide plan for mentoring new teachers and a plan for induction/orientation of new teachers	May 2019	N/A	HR Committee	Creation of Committee Plans
3.4.1.2	System-wide Mentoring and Induction/orientation plans are reviewed with Principals then implemented	July 2019	TBD	HR Committee reviews, Principals implement	Implementation of plans system-wide

Strategic Goal Area 3	**Resource Capacity**				
Specific Goal 3.5	**Infuse digital tools and resources into schools to improve student achievement**				
Measurable Objective 3.5.1	**Increase technology integration into 80% of classroom instruction**				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
3.5.1.1	Create technology committee	Jan. 2019	N/A	Technology Director	Creation of Committee
3.5.1.2	Measure and evaluate the use of technology.	Jan. 2019-Ongoing	N/A	Technology Director, Technology Committee	TKES Unit Plans Walk Through Data
3.5.1.3	Incorporate technology-specific, standards driven (ISTE) professional learning	Start Jan. 2019-Ongoing	N/A	Technology Director, Technology Committee	PL agendas, PL sign-in sheets
3.5.1.4	Create a district repository of digital tools and resources	Jan. 2019 ongoing	N/A	Technology Director, Technology Committee, C&I Director	Website Traffic Data

3.5.1.5	Increase incorporation of technology into teacher lesson plans	March 2019 Ongoing	N/A	C&I Director, Instructional Team, Teachers	Lesson Plan Audits TKES
3.5.1.6	Update the system-wide 3 year technology plan	March 2019-Aug. 2019	N/A	Technology Director, Technology Committee	Plan will be posted to District Website, Board of Education minutes

Turner County Schools
Balanced Scorecard Information

Providing Evidence of the Implementation for the System Strategic Plan 2019-2024

Student Enrollment					
School	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
TC Pre-K	88	66	66	66	66
TCES	526	517	498	502	518
TCMS	283	288	266	249	234
TCHS	341	327	337	339	342
District Enrollment	1238	1198	1167	1159	1160

Georgia Milestones Assessment Data					
	Level 2 or higher				
GMAS Assessment	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023
TCES ELA	65%	No Testing Due to COVID	57%	60%	57%
TCES Math	77%		67%	71%	71%
TCES Science	47%		38%	63%	35%
TCES Social Studies	57%		-	-	-
TCMS ELA	60%		42%	52%	56%
TCMS Math			45%	52%	53%
TCMS Science	47%		28%	26%	33%
TCMS Social Studies	43%		37%	40%	47%
TCHS ELA	68&		59%	62%	56%
TCHS Math	27%		38%	45%	48%
TCHS Science	43%		46%	39%	29%
TCHS Social Studies	58%		56%	48%	49%
TCHS Graduation Rate	92.1%	95.3%	95.2%	92.6	Oct.

Turner County Balanced Scorecard—TCS System Strategic Plan 2019-2024

Strategic Goal Area 1 Leadership Capacity

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Social Media Pages

- TCS and all three schools utilize Facebook to highlight and recognize students and teachers as well as to make announcements so all stakeholders are aware of what is going on within the school system. Facebook is used to spotlight students, staff, and school events.

Infinite Campus Messenger

- During Bridge Day, Middle/High signed up everyone that participated.
- Schools send out requesting updated information so that students and parents can receive messages through messenger
- Schools can send out messages and District can send out messages.
- Schools utilize IC Messenger to contact parents and students about important information that pertains to their child.
- All schools will share information to parents and students through IC Messenger. This information includes grades, attendance, behavior, and other important events during the school year.

Parent Involvement opportunities

- Special Education Parent Education/Support
- The schools invites parents to these events: 9th Grade Orientation, Open House, Career Fairs, Top 10 Ceremony-Seniors, Honors Night, Graduation, and Annual District Data Review, Bridge Bill Day, etc.

Business Partnership Events

- Business and Industry Tour
- Business Support and New Employee Orientation
- Chamber of Commerce Banquet, FFA Banquet with a list of business partners, Sconyers Gin Banquet, Fire Ant Festival, and Homecoming Parade.
- Partnerships with local businesses to provide students and teachers with gifts and incentives
- College and Career Academy Plan development
- Turner Workforce Project implementation

Specific Goal 1.2 Develop Professional Learning for Current and Aspiring Leadership Personnel

- Aspiring Leadership Program Participants
- GLISI Basecamp and Leadership Summit

Current Leadership development events

- Special Education Admin Academy
- GLISI Basecamp and Leadership Summit
- Leadership Team Participation
- CPRESA Job Alike Courses

Specific Goal 1.3 Improve Operational Processes and Procedures

Operational Process Improvements

- Development of MTSS District Manual
- Development of MTSS School Procedures
- Development of Special Ed Procedure Guide/Resource Drive
- Developed & Implemented Employee Handbook
- Implemented YOSS Platform for paychecks, contracts, benefits, W-2, and Requisitions
- Development of Technology and Maintenance tickets
- Trained and prepared for implementation of YOSS Platform for Employee leave

Turner County Balanced Scorecard—TCS System Strategic Plan 2019-2024

Strategic Goal Area 2 Learning Capacity

Specific Goal 2.1 Develop a learning culture in schools that would increase student achievement

Instructional Professional learning

- Academic Coaches working with teachers
- Teachers are given opportunities to attend professional learning in their area of need through CPRESA and in-house weekly professional learning conducted by administration and teacher delivery.
- All schools have weekly PL led by academic coaches within each school.

Student Led Data Conferences

- All schools, teachers conduct an initial data review with students which encompass GMAS, Reading screener, and Math screener results. Students then set goals for the current school year based on those meetings. Then following meetings, students lead and set new goals.
- Conduct student led data conferences at least once every 45 days or 9 weeks.

PBIS Data

- Restorative Practices culture

	2019	2020	2021	2022	2023
TCMS	94	112	49	92	72
TCHS	232	382	97	178	150

Instructional Program Resources

- MTSS Framework Restructure with DOE Coaching Support
- IXL, Read 180, iReady, Illuminate, Learning Progress

Specific Goal 2.2 Develop a consistent reading curriculum in K-12 that will positively impact student achievement.

- ARC Reading and Writing Curriculum K-5
- Writescore K-8 ELA assessment and resources.
- SIPPS-SpEd/T3 Instruction: Primary T-Interventions: Fast Forward, iReady, Read 180, IXL
- Select students use Read 180 or System 44 based on their current reading level. These programs address deficiencies in our lowest readers in each grade level. All students utilize i-Ready Reading to accelerate or address minor gaps in reading from previous grades.

Specific Goal 2.3 Develop and support Career Awareness among students
GA Futures participation • YouScience • TCMS students are guided through the GA Futures platform by our school counselor. The counselor makes sure each grade level meets the minimum requirement for their respective grade level. • All students at TCHS will have an active GA Futures account upon entering 9th grade. 100% student participation.
CTAE Pathways • Addition of Workforce Readiness Pathway graduation requirement • CTI Support Program to support any CTI Pathway Completion • TCMS aligns CTAE opportunities with TCHS. Eighth grade students have the opportunity to receive high school credit in several areas through our yearlong connection courses. • TCHS will increase student pathway completion percentage by 3%, is listed as a current school improvement goal.
Dual Enrollments • TCHS will increase the number of student Dual Enrolled by 3%. • Advisement to underclassmen about the importance of good grades early on. • TCHS school counselor assist with scheduling and enrollment with ABAC and SRTC.
Career Technical Student Organizations FBLA FCCLA
Specific Goal 2.4 Develop a consistent math curriculum in K-12 that will positively impact student achievement
• With the new state math standards changing , we are vetting math curriculums to address the individual school needs. TCMS currently uses Ready Math and TCES uses a blend of Eureka along with the state frameworks.

Turner County Balanced Scorecard—TCS System Strategic Plan 2019-2024

Strategic Goal Area 3 Resource Capacity

Specific Goal 3.1 Increase Effectiveness of Professional Learning

Professional Learning Plan

- The schools build capacity in their teachers. Teachers are given opportunities for professional learning but they are also required to redeliver what they have learned. This strategy ensures we have support in the area of professional learning. We also conduct walkthroughs based on the expected learning.
- Scheduled common or departmental planning times
- TCHS will ensure that all content, CTAE, and fine art teachers will receive at least 3 hours of Professional Learning each month with exception to December and May (EOC testing)

Specific Goal 3.2 Increase Effectiveness of Professional Learning Communities

Professional Learning Community Norms

- Compliance Coaching (TA)-Special Ed
- Professional Conference Participation: SLP/Director/VI
- With TCMS being singletons in all content areas, we depend a lot on utilizing our resources at CPRESA and surrounding counties. In the areas of math and ELA, CPRESA provided in-house support from workshops/professional learning. This helped to insure teachers had support and the intended learning was implemented with success.
- We will have the AGENDA, DATA, and HOMEWORK needed for the meetings shared before meeting time.
- We will review the previous MINUTES for our meeting at the next month's meeting.
- We will respect the opinions of others in and outside of meetings.
- We will be honest.

Instructional Strategy implementation

- Training CTI, New Sped, IEP Goal Development, Specialized Program (Goal Book), Intervention Trainings (SIPPS/Fast Forward)
- The schools have walkthroughs to measure instructional strategies are implemented effectively. District leadership assists in walkthroughs and provide teachers with effective feedback. Based on the feedback, instruction is adjusted or teacher continues with effective implementation.
- The schools review Instructional Strategies every 45/90 days to make adjustments.

Specific Goal 3.3 Improve Recruitment of Highly Qualified Teachers

Teacher Recruitment Actions

- Attending Job Fairs
- Developed a recruitment logo: "Titan Team" with a Titan Shield
- Participated in more career Fairs and had principal involvement for on-site interviews.
- Participate in P-20 collaborative with colleges.
- Entered partnerships with more colleges for student teachers and paid internships.
- Administrators participate in job fairs hosted by our local CPRESA or surrounding universities.
- 2,000 signing bonus
- Common 90 Minute Planning with Development
- Teacher Mentorship
- Monthly recognition of teachers for accomplishments, attendance, volunteerism, academic progress of students.

Specific Goal 3.4 Improve Retention of Highly Qualified Teachers

Teacher Retention Actions

- Special Education New Teacher Academy - RESA/GLRS
- Retention Bonuses
- Academic Coaches
- Singletons Planning hosted by CPRESA
- Improving new employee supports, schools working with new teachers and teacher mentors.
- Developing questioner for people leaving and staying.
- Teachers are provided with a mentor teacher at all schools. New teachers are provided with instructional support by other teachers who are certified in their area.
- Common planning time for development.
- Teach the same content each year (data driven)
- Grow Teacher Leaders

Retention Rate	FY19 80%	FY20 73%	FY20 77%	FY22 81%	FY23 84%

Specific Goal 3.5 Infuse digital tools and resources into schools to improve student achievement

Technology Integration Actions

- Turner Co. schools are currently 1:1. Teachers utilize several web-based resources to engage students or address learning needs using Chromebooks provided by the District.
- Clear Touch interactive panels are located in every classroom for instruction.
- The schools provide PL on technology integration in the classrooms.

Turner County Balanced Scorecard—TCS System Strategic Plan 2019-2024

Financial Information

General Fund	FY2019	FY2020	FY2021	FY2022	FY2023
Budget	$15,613,591	$12,976,328	$12,531,170	$14,313,334	August 2024
Fund Balance	$3,120,245	$3,152,328	$2,784,358	$3,768,987	August 2024
Millage Rate	15.985 Rollback rate	15.985 Rollback rate	15.981 Rollback rate	15.975 Rollback rate	August 23
State Audit Report	3 findings Corrective Action plan implemented	0 Findings	0 Findings	August 23	August 24
School Nutrition					
SNP Budget	$943,010	$928,640	$786,298	$988,798	$1,043,581
Meals Served	321,037	272,492	217,492	277,804	251037
Health scores	TCES 100, 87 TCMHS 98, 82	TCES 100, 100 TCMHS 100, 100	TCES 100, 100 TCMHS 96, 96	TCES 100, 100 TCMHS 100, 100	TCES 100, 100 TCMHS 96, 100
Transportation					
Students transported by bus	914	1001	722	917	975
Total Miles	82,800	95,400	116,640	132,120	129,060
Board of Education					
Combined Years of service	51	56	45	50	54
Annual training Requirements met	yes	yes	yes	yes	yes
Georgia School Board Association recognition	No Recognition	Phillip Crawford– 15 years of service	Quality Board Recognition	Distinguished Board Recognition	Exemplary Board Application

Programs and Initiatives to support our Mission:
Simbli Online Meeting, Policies, and Plans Platform available to public
Completes Policy Review and Revisions 2020
Strategic Plan 2019-2024
GSBA Quality Board Recognition Program
Employee Investment Plan