

# **Thomasville City Schools Strategic Plan 2019-2024**

**Provide equitable learning in which all students have the opportunity to gain knowledge and ignite curiosity in our ever-changing world**

# **Thomasville City Schools Strategic Plan for 2019-2024**

## **Aspiration**

The Thomasville City School System aspires to be a world-class educational system preparing all students to be competitive for career, for college, and for life in the twenty-first century.

## **Vision Statement**

By providing the best education possible, the Thomasville City School System empowers students to become caring, competent, responsible citizens, who value education as a lifelong process.

## **Mission Statement**

Provide equitable learning in which all students have the opportunity to gain knowledge and ignite curiosity in our ever-changing world.

## **Beliefs**

In addition, the following belief statements are endorsed by the Thomasville City School System as guiding principles for accomplishing its mission and vision:

Learning is the chief priority for our schools.

Education is a partnership involving the home, the community, and our schools.

Consistently enforced discipline promotes a safe, positive learning environment.

Literacy skills are fundamental to student success.

Individualized education promotes a lifelong desire to learn.

## **Executive Summary**

The Thomasville City School District is located in southwest Alabama. It is a city school system in Clarke County, Alabama. The Thomasville City School System includes three schools that are all located in the city of Thomasville. Our system also provides education to our students through the Coastal Alabama Community College campus located in Thomasville. The Thomasville City School System serves approximately 1100 students and employs approximately 133 teachers, administrators and support staff.

## **General Demographic Information about the City of Thomasville**

Thomasville is a city in Clarke County, Alabama, United States. In 2019 the population was 4,026. Founded as a late 19th-century railroad town, it has transitioned over the course of more than a century into a 21st-century commercial hub. In 2019 the median household income was \$34,910. However, 8.58% of the population live in poverty. The median age for Thomasville City residents is 43.8 years young. The largest Thomasville City ethnic groups are Black (50%) followed by White (46%) and Asian (2%).

## **Changes/Challenges**

The Thomasville City School System has seen a decline in student population over the last five years. Student enrollment has decreased from a high in 2015 of 1306 to the current enrollment in the fall of 2020 of 1061 students. The decrease in the population, in some part, has been related to the total economic situation in our county and state. Our school system is also dealing with some old school structures that need to be updated. Current planning and renovations will be undertaken over the next few years to address these issues.

The Thomasville City School System has implemented curriculum and strategies that address 21st Century skills. We are a K-12 one-to-one school district and have found the need to upgrade our network and technology so that our system can best utilize the technology we have in place for our students. Our school system has been proactive in bringing professional development to our teachers so that the most meaningful teaching and learning can occur utilizing 21st Century skills.

## **Our Priorities**

Through the combined efforts of all stakeholders the Thomasville City School System will:

- Make our schools centers of learning opportunities, readily accessible for the families and residents of our community.
- Recognize and nurture students as individuals with unique abilities, learning styles, and distinct educational needs.
- Prepare our students, as well as our staff, with the ability to use technology as a tool for communication and lifelong learning in order to succeed in the 21st Century.
- Set a uniform standard for high academic achievement.
- Establish and monitor benchmarks of success in order to increase student achievement.
- Provide a safe and caring learning environment; one that values diversity, collaboration and risk-taking.
- Provide access to applicable and purposeful technology resources and tools to meet or exceed the educational goals of the Thomasville City School System. It is our mission to assist and guide staff members in utilizing technology skillfully and efficiently in the classroom.

## **Strategic Plan Strategies**

- **Goal 1:** Each school will achieve or maintain a 95% rate of student attendance with our average daily attendance and decrease the percentage of students deemed chronically absent.

→ **Strategy 1** Seek to eliminate barriers to attendance

→ **Action Plans:**

1. Identify barriers to attendance through collaboration with parents and families.
2. Utilize Problem Solving Team (PST) process to bridge barriers..
3. Make resources available to address barriers.
4. Reducing the number of parent notes accepted for absences and requiring a doctor's excuse.

**Resources Needed:** Helping Families Initiative, Community resources i.e. , Family Services, Mental Health, United Way, uniform closets.

**Personnel Responsible:** Helping Families Coordinator -Bonnie Smith, District Attendance Supervisor- Terry Norton, Tersheria Malone Mental Health Coordinator, Crystal Agee Thomas-Behavior Specialist, Administrators, Nursing Staff, Teachers, Counselors.

→ **Strategy 2** Improve Attendance-Each school will develop a strategy/strategies to improve student attendance.

→ **Action Plans:**

1. Schools can implement positive incentives, visuals, mentoring programs etc.
2. Behavioral support programs Problem Solving Team, Rhythm Program
3. Schools will share information within the district through principals' meetings.
4. Implement an incentive program for teacher and staff attendance to recognize excellent and outstanding attendance yearly.
5. Saturday school will be utilized to make up unexcused absences.
6. Teachers will implement engagement strategies during instruction to encourage student attendance and participation. PBIS world universal screener.

7. SchoolStatus will be utilized to communicate with parents on student attendance issues.

**Resources Needed:** Professional development on engagement strategies and support for incentives. Behavior Interventionist, Mental Health/Social Worker

**Personnel Responsible:** Attendance Director, Administrators, Teachers, Bonnie Smith (Helping Families Director)

**Cost**

**Benefit**

Incentives for attendance

Increase attendance with students

Faculty and Staff

**Strategy 3:** Implement multi-tiered academic, social, emotional, and behavioral support systems in order to improve attendance and school learning through a positive school climate and culture.

→ **Action Plans:**

- ◆ Positive behavioral interventions and supports
- ◆ Emotional/Behavioral/Mental Health Counseling
- ◆ In-School Intervention/Suspension (ISI/ISS)
- ◆ Saturday School (Make up work)
- ◆ Parent Meetings and Student Assemblies
- ◆ Recognitions, incentives, and awards that promote school pride and positive behavior
- ◆ Peer Helpers

Resources Needed: Incentives, and award items

Personnel Responsible: School counselors, behavioral specialists, administrators, teachers

Cost: Incentives and award items

Benefits: Student attendance will increase if the school climate and culture provide an emotionally safe space where students feel accepted and comfortable seeking help.

**Strategic Plan Strategies**

**Goal 2: Schools will actively seek opportunities for greater family, community, and stakeholder involvement.**

Parents are a school system's most important partners. Through increased communication networks, parent involvement and family engagement initiatives as partners in maximizing student success, the TCSS will build strong family and community relationships to increase expertise, trust, and shared responsibility for student success.

→ **Strategy 1** Actively seeks opportunities for increased parental involvement.

→ **Action Plans**

1. Regular Parent Teacher Organization meetings and activities
2. Parent Workshops
3. Parent Student Conferences
4. Home visits
5. Summer Programs
6. Technology Fair
7. Parent resources
8. Online parental resources
9. SchoolCast
10. INow Parent Portal
11. SchoolStatus
12. Grade Level Orientations (TES)
13. PTO
14. Title I Meeting
15. Gifted Meeting
16. Parenting Days
17. Transition Meetings

**Resources Needed:** District and building level personnel assigned to work with parents and develop online parental resources

**Personnel Responsible:** All district and building level leadership and personnel

**Cost**

Parental resources, online.

Printed, and in person

**Benefit**

Active parental involvement

→ **Strategy 2** Actively seeks opportunities for increased community and stakeholder involvement.

→ **Action Plans:**

1. Partner with the Thomasville Boys and Girls Club (tutoring)
2. Partner with local businesses (volunteers, mentors)
3. Partner with local churches (mentors, tutors, adopt a school)
4. Involvement with the Thomasville Chamber of Commerce,
5. Coastal Alabama Community College

→ **Resources Needed:** District and building level personnel to work with the community and stakeholders.

→ **Personnel Responsible:** All district and building level leadership and personnel.

Cost

Personnel

Benefit

Greater community connections/relationships

**Strategy 3: Provide proactive communication and strategic opportunities for stakeholder involvement in education.**

→ **Action Plans:**

- ◆ Utilize student information systems and social media to improve stakeholder engagement and monitor student performance.
- ◆ Stakeholders will be informed of all relevant information related to the education of their students
- ◆ Involve parents in the education of their children in meaningful ways.

**Resources Needed:** School Status, school website, school app, and other social media platforms

**Personnel Responsible:** Barry Hendrix, all administrators, faculty and staff

**Cost:**

**Benefit:** Parents and other stakeholders will be informed and feel that their involvement is important to the success of our school system.

Strategic Plan Strategies



**Goal 3:** Engage and empower the teachers, leaders, and learners through technology.

→ **Strategy 1** --Professional Development-The district will provide professional development opportunities to teachers to develop strategies that incorporate the use of digital tools into the daily curriculum.

→ **Action Plans:**

- ◆ Provide staff development in the use of technology for certified employees.
- ◆ Provide staff development for teachers in order to embed technology curriculum.
- ◆ Place an emphasis on active engagement of student use of technology tools to enhance learning.
- ◆ Teachers will provide hands-on learning and the creation of curricular units and assessments.
- ◆ Teachers will facilitate student-centered classrooms that encourage student self-directed and higher-order thinking through the use of technology.

**Resources Needed:** Professional Development Materials and Substitutes.

**Personnel Responsible:** TCBOE, Technology Specialist, PD Specialist, Administrators, Teachers, Local Reading and Math Coaches

**Cost** Substitute Teachers

**Benefit** Students, leaders, and teachers will increase proficiency using technology. Teachers will have time to learn and grow in technology implementation.

→ **Strategy 2** Provide and increase daily access to a variety of technology tools and resources aligned to instructional tasks to build a deeper understanding of content for students.

→

→ **Action Plans:**

- ◆ Commit funds each year for replacement and purchase of emerging technology for instructional use.
- ◆ Provide devices for all students K-12.
- ◆ Provide Viewsonic/Promethean Boards for all classrooms.
- ◆ Provide Cameras for teachers to record lessons.
- ◆ Professional Development Schoology/Tech Integration
- ◆ Provide technology integration into all content areas

- **Resources Needed:** Local and District Budgets
- **Personnel Responsible:** TCBOE, Local School Administration, Local Technology Specialists

**Cost** Increased and updated technology

**Benefit** Students/Teachers will have access to new and reliable technology.

### **Strategic Plan Strategies**

**Goal 4:** Establish a Pre K- 12 education plan to prepare our students for successful integration to college and/ or career opportunities.

**Strategy 1** Provide high-quality educational opportunities for all students.

#### → **Action Plans:**

- ◆ Prepare and encourage students to participate in dual enrollment/dual credit courses.
- ◆ Utilize zero period for seniors to focus on passing the WorkKeys assessment.
- ◆ Utilize zero period for 9th, 10th and 11th grade students to focus on gaining a qualifying score on the ACT.
- ◆ Implement a multi-tiered system of learning supports.
- ◆ Provide Positive Behavior Interventions and Supports in all schools to identify and address the social and emotional needs of our students that are affecting their academic development.
- ◆ Ensure all career technical education programs meet business and industry needs.
- ◆ Ensure all Career Technical Programs have a pathway for students to obtain an industry recognized credential.
- ◆ Add an additional Pre K classroom in order to serve more students.
- ◆ Summer Academy
- ◆ After school tutoring
- ◆ Utilize “We All Read”/Enrichment period (5-8) to improve critical reading and math skills.

- ◆ Provide access to emotional, behavioral and mental health counseling.
- ◆ Utilize the Scholarship (ABE) program to remediate negative student behaviors and encourage personal growth in students.

**Resources Needed:** Professional Development Materials and Substitutes

**Personnel Responsible:** Administrators, Career Coach, Counselors, Teachers

**Cost** Fees for credentialing test, USA Test Prep, Behavior specialist, social worker. Scholarship (ABE) Program

**Benefit** Students will graduate on time and be college or career ready.

**Strategy 2:** Provide evidence-based instructional methods that facilitate achievement for all students.

→ Action Plans:

- ◆ Maximize the understanding and retention of academic content by incorporating purposeful planning, connected strategies and explicit instruction.
- ◆ Provide students with access to a variety of tools and resources aligned to instructional tasks to build deeper understanding of content.
- ◆ Provide students with access to teacher-lead tutoring program

**Resources Needed:** Professional development materials, teachers for tutoring, student learning resources. Scholarship (ABE) Program

**Cost:** Stipends for tutoring, Student and teacher tutoring resources

**Personnel Responsible:** Administrators, Teachers, Technology Integration Specialist, Counselors and Behavioral Specialist

**Benefit:** Teachers will gain valuable insight into the use of strategic teaching and explicit instruction. Students will gain valuable knowledge in content areas as well as the use of resources and tools. They will be prepared to advance to the next grade level.

**Strategy 3:** Provide educators with instructional support and a systemic, collaborative approach for analyzing and improving professional practice.

→ Action Plans:

- ◆ Provide time for teachers to work collaboratively to reflect on purposeful planning, strategic teaching, and quality lesson design.
- ◆ Provide instructional support and protected time after school for digital learning preparation and planning.
- ◆ Provide new teachers with an induction program and professional learning opportunities for guidance and support throughout the first years in the profession.
- ◆ Provide all staff with continuous professional development to improve instructional practices for all students.
- ◆ Provide time for problem solving teams to have data meetings and make strategic plans based on that data.

**Resources Needed:** Professional development materials

**Personnel Responsible:** District-level staff, administrators and teachers

**Cost:** Professional development services, substitutes, stipends, pd materials

**Benefits:** As teachers refine their pedagogy and instructional practices, students will gain knowledge and skills needed for their next steps in life.

### Strategic Plan Strategies

**Goal 5** Students will increase their proficiency level in core academic content areas as addressed by state testing benchmarks.

→ **Strategy 1** Professional Learning Teams will meet at least quarterly to collaborate, learn, and determine instructional goals and expectations.

→ **Action Plans:**

→ Train, guide and support implementation of standards based lessons that incorporate best practices through strategic teaching.

→ Plan with AMSTI, ARI and local reading and math coaches and district personnel to determine for each session and materials needed.

→ Provide opportunities for on-site coaching and sharing.

**Resources Needed:** Professional Development Materials and Substitutes

**Personnel Responsible:** TCBOE, Local School Administrators, Teachers, Reading Coach, Math Coach, PD Specialist

**Cost** AMSTI/ARI, Substitute Teachers, Materials

**Benefit** Students will become more proficient in core academic content. Teachers will have time to learn and grow through PLT's and Professional Development.

**Strategy 2** Use formative and summative assessments to guide decisions. All K-9th grade students will be screened using the STAR reading and math assessment three times per year.

**→ Action Plans:**

- Train administrators and teachers to formatively assess using strategic teaching strategies.
- Local Schools will determine dates and times to meet quarterly to discuss data, student needs, instructional adjustments.

**Resources Needed:** Professional Development materials and Substitutes

**Personnel Responsible:** ARI Specialist, Math Coach, TCBOE,

**Cost** Substitutes, ARI, AMSTI

**Benefit** Students will increase proficiency in core academic content.

**Strategy 3** Identify and plan interventions for students identified as at-risk for school failure.

**→ Action Plans:**

- Utilize all available data sources to identify and address any barriers affecting student success.
- Identified at-risk students will be referred to and addressed by the PST to utilize all available resources to ensure student success.
- Summer remediation camp will be offered to K-3 at-risk students.
- After school tutoring will be offered to struggling students (5-12).

- Saturday school opportunities will be offered to struggling students (5-12).
- Summer school opportunities will be offered to struggling students (5-11).

**Personnel Responsible:** ARI Specialist, Math Coach, TCBOE, Administrators

**Cost** Substitutes, ARI, AMSTI, summer camp stipend

**Benefit** Students will increase proficiency in core academic content.

Strategy 4: Provide evidence-based instructional methods that facilitate achievement for all students.

→ Action Plans:

- ◆ Maximize the understanding and retention of academic content by incorporating purposeful planning, connected strategies and explicit instruction.
- ◆ Provide students with access to a variety of tools and resources aligned to instructional tasks to build deeper understanding of content.
- ◆ Provide students with access to teacher-lead tutoring program

**Resources Needed:** Professional development materials, stipends for tutoring, student learning resources

**Personnel Responsible:** Administrators, Teachers, Technology Integration Specialist

**Benefit:** Teachers will gain valuable insight into the use of strategic teaching and explicit instruction. Students will benchmark state assessments..

## Measuring Our Success

Our strategic planning framework focuses on the key competency areas of academic excellence, college and career readiness, preparing our students for the 21st century. The Thomasville City Schools' administration, faculty and staff will align its work with the needs of our schools through the analysis of individual school data as well as the allocation of resources. Additionally, based on professional development, community engagement, and strategic interventions, every school and office will engage in professional learning activities focused on school improvement on a yearly basis according to the ASSIST guidelines from Cognia. The systems and schools' Continuous Improvement Plan is the primary

tool we use to understand and know the strengths and needs of all schools, so we may serve them to the best of our ability. It is based on using multiple data sources in areas that promote the conditions for student success.

## **Student Outcome Data**

### **Districtwide Targets and Milestones**

- State Assessments**
- Technology Implementation**
- Increased graduation rate**
- Increased College and Career Ready rate**
- Decrease in the number of students deemed chronically absent**
- Increased student participation in Career Tech dual enrollment**

