



INTEROFFICE MEMORANDUM

TO: M. ANN LEVETT, ED.D, SUPERINTENDENT
FROM: DAVID FELICIANO, CHIEF DATA AND ACCOUNTABILITY OFFICER
SUBJECT: TWF 2026 STRATEGIC PLANNING
DATE: FEBRUARY 23, 2021

On January 31, 2020, the administration entered into a partnership agreement with the Georgia School Board Association, Inc. (GSBA). This partnership has been created to assist the district in the development of a five-year Comprehensive Strategic Improvement Plan, *The Way Forward 2026 (TWF2026)*.

An important factor in the determination to utilize the GSBA strategic planning model is the clear and intentional alignment with Cognia's (AdvancED) 5 Standards for Quality Schools. Through this agreement, GSBA will facilitate stakeholder meetings, conduct analysis of collected information, report on outcomes, and train senior staff on identifying objectives, action items, and measures. The creation of the new strategic plan will take an estimated six months to complete.

The last update to the DIP/DAS-REMI Passport to Excellence (P2E) Strategic Plan was approved on September 18, 2019. Much has been accomplished under this plan and through the work of the Board Accountability Committee (BAC). Unfortunately, the administration had to table the work on the Strategic Improvement Plan that was scheduled to take place in 2020 due to the impact of the COVID-19 pandemic.

We are now ready to move forward and complete the strategic planning process. This process will help produce a clearly defined and focused road map on what we expect to achieve and the services necessary for students, families, and staff over the next five years. It will guide us in decision-making and funding at the board level, district level, site level, and in our classrooms. This process will produce a series of priorities that will address and ensure our students ready for graduation and on the path to be Employed, Enrolled, or Enlisted(3Es).

The final product will be a draft **TWF2026** roadmap that will be presented to the School Board for discussion and subsequent adoption.

This important work will help us achieve our defining statement: "*One Team One Goal: Student Achievement.*" Together, we will reimagine education.

Below please find additional information regarding activities and events that will support this process. In addition, a timeline of events has been provided in *figure 1* for your review: TWF2026.



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Superintendent's Cabinet, Extended Superintendent's Cabinet, and Pre-Planning Session

Since the start of school year 2019-2020, senior leadership has been planning and reviewing past accomplishments, current challenges, and initiatives that are in place. On February 16, 2021, the Superintendent's Cabinet conducted an in-person strategic planning session with GSBA.

Board Workshop

GSBA will hold a strategic planning session with board members that is currently scheduled for March 10 at 9:00am. They will review the GSBA's improvement planning structure and process. The board will have an opportunity to ask questions about the process and provide their thoughts and input during a SWOT analysis.

Community Online Survey

GSBA will assist with the development of an online stakeholder survey that will be posted on the public website for input from the community. The intent of the survey is to capture stakeholder perception on the district's strengths and opportunities for improvement. The information captured from the surveys along with the focus groups data will be used to guide the work in developing the strategic plan. The survey is currently planned to be made available to the public in March 2021, after the focus group meetings.

Focus Group Meetings

GSBA will conduct and facilitate, along with administration, two focus group meetings that will include students, educators, families, and community representatives. GSBA will be asking these groups about district strengths, challenges, and what they see as our most pressing needs in the upcoming years. These facilitated sessions will be held on March 24, 2021. The duration of the sessions will be 2 hours.

Planning Team

The Planning Team, composed of equal representation from both the community and the district, will be facilitated by GSBA. This is the high-level meeting where the current mission, vision and beliefs are reviewed and, if needed, revised. The Planning Team reviews student achievement data, financial data, and information from the focus groups and online survey to develop the direction for the new strategic plan. The outcome from the team will be disaggregated by GSBA and shared with the Superintendent. High level themes from the data collected will be developed and used throughout the remainder of



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the planning process. The team is tentatively scheduled to meet on May 13, 2021. The group will participate in a one-day session.

Action Team

GSBA will facilitate the Action Team meeting and assist with the development of the new Reporting, Evaluating, Monitoring Instrument (REMI). The Action Team is comprised of district leaders and will work on each of the identified goal areas. In this meeting, GSBA will discuss best practices and strategies for measuring, monitoring, and implementing the plan. The new REMI will include initiatives and action steps that the staff will apply to ensure achievement of the stated goals.

The Action Team, comprised of district leaders, will work on each of the identified goal areas and will start the work in June of 2021.



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Figure 1

