

FY18 STRATEGIC PLAN

LAURENS COUNTY SCHOOLS

Dr. Dan Brigman, Superintendent

Mr. Kenny Stewart, Board Chairman

Mrs. Kathy Sweat, Board Member

Mrs. Brenda Hilton, Board Member

Mr. Kenneth Payne, Board Member

Reverend James Brown, Board Member

BELIEF STATEMENTS

- Students should be the focus of all decisions.
- All students deserve a safe, orderly, and nurturing learning environment.
- All students are capable of learning and succeeding.
- Student engagement is necessary for learning.
- Learning should be relevant, rigorous, and student centered.
- Parental involvement is a key component in the educational process.
- Schools and communities must have a mutually supportive and respectful relationship.
- The classroom teacher is the catalyst for learning and is an important factor for student achievement.
- Schools provide tools and skills for successful lives.
- Effective school systems adapt to change in a positive, productive manner and view improvement as a continual process.

MISSION

Rigor, relevance, and relationships...

Every teacher, every student, every day

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VISION

Laurens County Schools are student-centered communities of learners that challenge students to become independent critical thinkers, problem solvers, and contributing citizens.

Strategic Target I: STUDENT LEARNING

Strategic Goal 1: Increase the percentage of students scoring at proficient and distinguished on the Georgia Milestones.

Strategic Objective 1: Increase the percentage of students at Levels III and IV in each content area at or above the state average annually.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Create curriculum maps for each course.	FY16-FY19	N/A	Curriculum Director & Teacher Focus Groups	Sign-in Sheets Agenda	Completed and published curriculum maps and guides
Create and implement pre/post and quarterly system-level benchmark assessments in all four content areas (ELA, Math, Science, Social Studies) in grades 1-8.	2016-19 school year	GOFAR test bank, Performance Matters	Curriculum Director Assessment Director, Teacher Focus groups	Sign-in Sheets Agendas for Test-prep	Completed benchmark assessments
Create and implement quarterly system-level benchmark assessments for End of Course subjects in grades 9-12.	2016-19 school year	GOFAR test bank, Performance Matters	Curriculum Director Assessment Director,	Sign-in Sheets Agendas for Test-prep	Completed benchmark assessments

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
			Teacher Focus groups		
Create procedures for elementary, middle, and high school levels to address grade level acceleration for advanced students at all levels.	2016-19 school year	Move On When Ready resources	School counselors	Sign-in Sheets Agendas	Written procedure

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Strategic Target I: STUDENT LEARNING

Strategic Goal 2: Increase the graduation rate for Laurens County Schools.

Strategic Objective 1: Attain or maintain an annual graduation rate at each Laurens County High School at 90% or more.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Establish Summer School for students who do not meet promotion requirements.	2016-17 school year	Tuition Cost (set by district)	Assessment Director	Schedules Registration documents	Credit completion
Offer credit recovery (Performance Learning Center)	Ongoing	\$ per student/course	High school principals, teachers	Coursework	Credit reports
Monitor the progress of transcripts in grades 6-12.	Spring '16 Annually	GA Futures Grad Plan	High School counselors Principals	Transcripts check off form	Completed transcripts
Implement advisors program	2017-2019	N/A	High School Administrators, counselors	Schedule w/ advisors	

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Promote Graduation Awareness Activities/Parent-Student Information Nights	Spring '16	N/A	High School counselors	Program agendas Sign-in Sheets	
Promote "On to High School" grade 8 to grade 9 Transition Activities	Spring '17	N/A	MS/HS Principals and counselors	Agendas Brochures	

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Strategic Target I: STUDENT LEARNING

Strategic Goal 3: Develop and implement a system-side curriculum plan that promotes learning and achievement.

Strategic Objective 1: Prioritize and map curriculum across all grade levels and revisit annually, as well as content areas that are vertically aligned as appropriate.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Identify power standards with DOK and utilizing ALDs.	March '16 through Dec '16	N/A	Superintendent and Director of Teaching and Learning Instructional Coaches & APIs	Agendas Schedules Sign-in Sheets	LEA Curriculum Guide (including guide, frameworks, pacing guide, etc.)
Implement system-wide Benchmark testing	FY '16 – FY '21	N/A	Superintendent, Assessment Director and Assoc. Supt. of Teaching and Learning	Tests/Assessments	Test results - Data

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Academic Coaches to be hired for the middle schools as budget allows.	April '16	Salary w/ benefits app \$150,000	Superintendent	Search soft application	LEA Budget
Create curriculum maps for each course.	FY16-FY19	N/A	Curriculum Director & Teacher Focus Groups	Sign-in Sheets Agenda	Completed and published curriculum maps and guides

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Strategic Target 1: STUDENT LEARNING

Strategic Goal 4: Close the achievement gap for subpopulations as determined by CCRPI scores.

Strategic Objective 1: Close the achievement gap for students with disabilities by three percentage points by FY19.

Strategic Objective 2: Close the achievement gap for economically disadvantaged students by three percentage points by FY19.

Strategic Objective 3: Close the achievement gap for minority students by three percentage points by FY19.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Increase the percentage of students with disabilities served in a collaborative model.	2016-2019	GLRS co-teach training	Director of SPED	Schedules	
Provide targeted, skill-based remediation services for students based upon Milestones or benchmarks in grades K-8	2016-19	??	Director of Assessment		
Provide targeted scheduling for students in grades 9 – 12.	2016-19	N/A	Principals Counselors		

Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 1: Systematically focus professional development to enhance the instructional process.

Strategic Objective 1: All certified staff will participate in ongoing job-embedded training/updates on differentiation annually.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Further define expectations of Differentiation	March '16-18	N/A	Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Document Drafts	We Believe Document
Further Deliver/train on Differentiation	March '16 Through May '18	PL HGRESA	Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Agendas, training schedule	Meeting minutes Sign-in Sheets
Practice/Monitor implementation of Focus walks for observation feedback before formative evaluation	Mar '16-May '18	N/A	Principals District Directors	Mid-year conf. Formative 1 data	Pull feedback from formative
Construct and publish a system calendar of PL events	Spring '16-Spring '18	N/A	District Directors	Calendar	Calendar events Sign-in Sheets

Strategic Target II: Teacher/Leader/Staff Quality and Development (To insert behind page 1)

Strategic Goal 1: Systematically focus professional development to enhance the instructional process.

Strategic Objective 2: All certified staff will participate annually in ongoing job-embedded training/updates rigor.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Further define expectations for rigor. <ul style="list-style-type: none"> • Curriculum • Standards • DOK • Pacing • Vocabulary/Lexile/Writing 	March '16- May '18	N/A	Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Document	We Believe document
Further deliver/train on rigor	Aug. '16- May '18	PL RESA	Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Agendas /Training schedule	Meeting Minutes Sign-in Sheets
Practice/Monitor implementation Focus Walk	Mar - Dec.	N/A	Principals District Staff	Mid-year conf. Form 1 data	Pull feedback formative #1
Provide Depth of Knowledge (DOK) training for all teachers, including the identification and alignment of rigorous formative assessments with targeted standards. <i>(separate into two)</i>	2016-17 school year through 2017-2018 school year	N/A	Superintendent, Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Agendas Sign-in Sheets	

Strategic Target II: Teacher/Leader/Staff Quality and Development (To insert behind page 1)

Strategic Goal 1: Systematically focus professional development to enhance the instructional process.

Strategic Objective 3: All certified staff will participate annually in ongoing job-embedded training/updates for technology use.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Define expectations of instructional technology usage.	March '16- May '18	N/A	Director Human Resource	Document	We Believe document
Deliver/train teachers <ul style="list-style-type: none"> • ASPEN • SLDS • Performance Matters • Instructional technology tools (Chromebooks, Smart Boards, iPads, MacBooks, Clickers, Document Cameras) • Assistive Technology 	March '16 through May '18	PL RESA	Director of Human Resource, Superintendent, Instructional Technology Leader	Agendas /Training schedule	Meeting minutes Sign-in sheet
Planning for student use of technology APPs.	March '16 through May '16		Principals Teachers	Mid-year conf. Form 1 data	Pull feedback formative #1

Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 1: Systematically focus professional development to enhance the instructional process.

Strategic Objective 4: All inclusion/co-teaching teachers will receive professional training regarding collaborative instruction and support services annually throughout the year.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Providing "Co-Teaching Environment" training	March '16 Through May '18	GLRS or RESA	Director of SPED Principals	MLP Agendas	Meeting Minutes Sign-in sheets
Progress Monitoring of co-teaching	FY'16-21	N/A	Director of SPED Principals	Walkthrough Form	Feedback from walkthrough
Present co-teaching model and strategies to Induction teachers	Annually	N/A	Director of Human Resources, Director of SPED	Agendas	Meeting minutes Sign-in sheets

Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 2: Effectively use data to support system initiatives.

Strategic Objective 1: By the end of FY'18, 100 percent of teachers will use data to develop lessons and inform instruction.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Provide Quarterly lesson plan exemplars (written, audio) that are grade and content specific	Spring '16- May '18	N/A	Director of Technology and Assoc. Supt. Teaching and Learning	Lesson Plans	We believe document Lesson plans
Provide PL opportunities for disaggregation of data	Minimum – 3 times/year	N/A	Principals, Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches		Meeting agendas Sign-in sheets
Progress monitor TKES Standard 2	Monthly	N/A	J. Alligood J. Greer Principals		TKES--Lesson Plan feedback sheets

Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 2: Effectively use data to support system initiatives.

Strategic Objective 2: Monitor all categories of CCRPI and develop research-based strategies for improvement annually.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Set annual system goals based on available data.	Each year in June (Based on previous data)	N/A	District Staff Principals ASPIRE Leadership Teams	Student Achievement CCRPI data TKES data (surveys, etc.) Agenda Sign-in Sheets	<u>Goals (List)</u>
Disaggregate data quarterly to determine areas to be addressed in a 45-day plan and CAN for System/School Improvement.	Each year in June (Based on previous data)	N/A	District Staff Principals ASPIRE Leadership Teams	Meeting Minutes Sign-in Sheets Quarterly Report Outs of Principals	45-Day Plans, CNA TKES Student Growth Percentile (SGP) TEM scores, LEM scores

Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 3: Implement induction and mentoring programs for leaders and teachers.

Strategic Objective 1: All induction leaders will participate annually in a system-developed program.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Hold seminars at least quarterly to address Induction Level Needs.		N/A	Director of Human Resources		
Assign Mentors.	Annually in July.	N/A	Principals		Applications
Seek funding sources to pay mentors.	FY17-FY18		Assoc. Supt. Teaching and Learning		
Hold new employee orientation.	July annually	N/A	Director of Human Resources		
Hold Aspiring Leaders Program (Cohort I, II, etc.)	Annually	N/A	Superintendent, Assoc. Supt. Teaching and Learning, Teacher Leaders	Agendas	Sign-in sheets

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Hold Principal Development Program	Annually	N/A	Superintendent, Assoc. Supt. Teaching and Learning,	Agendas	Sign-in sheets

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Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 4: Implement a plan for the recruitment, placement, and retention of staff.

Strategic Objective 1: Vacant positions will be filled by highly qualified and effective teachers annually in Laurens County Schools.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Establish a systematic procedure/formula for staff allocation and communication to principals in January.	Annually January	N/A	Superintendent, CFO	Agenda Sign-in Sheets	FTE projections Schedules Budget Docs.
Offer contracts no later than April.	Annually January	N/A	Superintendent, Director of Human Resources	Contract Draft	Signed contracts
Establish a consequence for contract unfulfillment (fee).			Superintendent, Director of Human Resources		
Send a system representative to job fairs at higher education institutions with quality teacher preparation programs.	3/yr Spring	Travel Expenses HGRESA Job Fair	Director of Human Resources	School brochures	
Increase the local supplement to be comparable to similar systems.	FY17-FY19	Budget projections to be provided by CFO	Superintendent, CFO	Supplement & salary schedule	

Provide annual Title II training for principals on highly qualified requirements.	July '16	N/A	Director of Federal Programs	Agenda	Sign-in sheets Meeting minutes
Promote awareness for tenure rules for administrators.	Annually January	N/A	Director of Human Resources	Agenda Sign-in Sheets Document Draft	Document
Hold quarterly meetings with HR staff to monitor progress and discuss personnel concerns.	January April July October	N/A	HR director, Board Attorney, Principals	Agenda	Sign-in sheets Meeting minutes

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Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 5: Implement TKES and LKES with fidelity.

Strategic Objective 1: All LCSS administrators will implement in accordance with published annual timeline the TKES with 100 percent accuracy and fidelity throughout the year.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Run and publish audit reports in the TLE platform in accordance with the LCSS TKES timeline to monitor progress.	Monthly	N/A	Director of Human Resources	Reports	
Conduct TKES inter-rating reliability training with all LCSS administrators and instructional coaches.	2016-18	N/A	Director of Human Resources	Agenda & Schedule Sign-in Sheets	Certificate
Use the TAPS rubrics to conduct evaluations with fidelity.	Ongoing	N/A	Administrators	Reports	Feedback

Strategic Target II: Implement TKES and LKES with fidelity.

Strategic Goal 5: Implement TKES and LKES with fidelity.

Strategic Objective 2: All LCSS administrators will implement annually in accordance with published timeline the LKES with 100 percent accuracy and fidelity throughout the year.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Run and publish audit reports in the TLE platform in accordance with the LCSS LKES timeline.	Monthly	N/A	Director of Human Resources	Reports	
Conduct LKES inter-rater reliability training with all LCSS administrators.	2016-18	N/A	Director of Human Resources	Agenda Schedule Sign-in Sheets	Meeting minutes
Use the LAPS rubrics to conduct evaluations with fidelity.	Ongoing	N/A	Administrators	Reports	Feedback
Based upon system priorities for improvement, the superintendent will develop leadership performance goals.	Annually – July	N/A	Superintendent, Director of Human Resources, Building Administrators	Written Documentation	

Strategic Target II: Teacher/Leader/Staff Quality and Development

Strategic Goal 6: Implement non-certified evaluations with fidelity.

Strategic Objective 1: Each year, all non-certified staff will be evaluated with the Laurens County non-certified evaluation instrument.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Training provided to staff at the beginning of the year with review of the instrument being used.	August '15 Annually	N/A	Superintendent, Director of Human Resources, Building Administrators	Sign-in Sheets Agendas	Completed Evaluation
Provide feedback to staff throughout the year and subsequently evaluate staff	April '16 Annually	N/A	Principals Teachers Directors	Documentation	Completed Evaluation Feedback

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 1: Establish policies and procedures that ensure our facilities are clean, safe, well-maintained, and conducive to learning.

Strategic Objective 1: LCSS will annually conduct and accurately report all mandatory drills throughout the year.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Publish a timeline/list of all required drills & reporting dates.	Annually	N/A	Safety Coordinator	Safety forms	<ul style="list-style-type: none"> Report/Database
Submit evidence to district safety coordinator for fire (monthly),	Annually	N/A	Safety Coordinator (all principals)	Safety forms	<ul style="list-style-type: none"> Office of Insurance and Safety Fire Commissioner documentation of proof
Submit evidence to district safety coordinator for tornado drills	Bi-Annually	N/A	Principals	Safety forms	<ul style="list-style-type: none"> Report/Database
Submit evidence to district safety coordinator for hard/soft lockdown.	Bi-Annually	N/A	Principals	Safety forms	<ul style="list-style-type: none"> Report/Database

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 1: Establish policies and procedures that ensure our facilities are clean, safe, well-maintained, and conducive to learning.

Strategic Objective 2: LCSS will maintain an annual inspection schedule for all facilities and conduct inspections.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Inspect sites monthly to insure clean and well-maintained facilities	Monthly	N/A	Director of Maintenance	Clean school Check-off forms	<ul style="list-style-type: none"> • Check-off for feedback • “Clean School Award”
Inspect sites quarterly -- conducted by Workers’ Compensation to ensure safety and compliance of all facilities	Quarterly	N/A	Superintendent, HR	Inspection finds	<ul style="list-style-type: none"> • Superintendent Report with Follow up
Create a maintenance help ticket system.	March '16 through Dec. '18		Directors of Technology and Maintenance	Maintenance tickets/spread-sheets/data	<ul style="list-style-type: none"> • Maintenance request log • Monthly BOE Report

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 1: Establish policies and procedures that ensure our facilities are clean, safe, well-maintained, and conducive to learning.

Strategic Objective 3: LCSS will annually review and revise safety plans.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Establish a district safety committee	Annually	N/A	Safety Coordinator	Agendas Sign-in Sheets	
Participate in district safety committee who attends training and create a district safety plan.	Annually	Travel	Safety Coordinator and designated school reps	Meeting minutes; training agenda	<ul style="list-style-type: none"> District Safety Plan
Redeliver training to school safety teams for the purpose of designing and/or revising school level safety plans.	Annually	Cost of emergency supplies kit	Safety Coordinator and school safety reps	Meeting agenda and minutes; supplies list	<ul style="list-style-type: none"> School Level Safety Plan
Create, revise and review school level safety plan	Bi-Annually June & Dec.	N/A	School Principals	Agendas Sign-in Sheets	<ul style="list-style-type: none"> School Level Safety Plan Notes from revisions Safety data

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 2: Develop an academic culture with an organizational structure that ensures strong, clear lines of communication among all stakeholders in a positive climate.

Strategic Objective 1: LCSS will maintain systematic communication with all personnel throughout the year.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Develop an organizational chart	January 2016 to June 2017	N/A	Superintendent, District Directors	Meeting Agendas and Meetings	<ul style="list-style-type: none"> District Organizational Chart
Revise current job descriptions	FY18	N/A	Director of Human Resource	Job descriptions	<ul style="list-style-type: none"> Job descriptions
Develop a systematic approach for disseminating communication (PROTECTION BY PROTOCOL)	January 2016 to June 2018	Publishing and/or printing costs (where applicable)	Superintendent District Directors	Agenda and/or minutes from meetings (faculty, PLC, ASPIRE, grade level meetings, committee; District News Letter	<ul style="list-style-type: none"> District Communication Notebooks Websites School Councils PTOs Facebook Pages Newsletters Weekly PLCs
Create a consolidated calendar	FY 2018	N/A	Superintendent and Assoc. Supt. of Operations	Calendar (print & online)	<ul style="list-style-type: none"> Laurens County schools consolidated calendar

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 2: Develop an academic culture with an organizational structure that ensures strong, clear lines of communication among all employees.

Strategic Objective 2: LCSS will systematically communicate procedures and policies to personnel annually.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Share selected procedures and policies with personnel via Compliance Director.	FY2016 Annually: July & Aug	Service Fee	Assoc. Supt. Student Services, Instructional Technology Leader	Created modules	Compliance Director, certificate
Publish Employee Handbook for all LCS employees	Annually – July	N/A	Director of Human Resources	Handbook Drafts	Handbook, available on-line
Electronically publish policies and procedures	Upon BOE approval	N/A	BOE Administrative Assistants	Policy Drafts Sign-in Sheets	E-Board All staff email
Provide Faculty Handbooks to all certified staff	Annually – July	Printing Costs	Principals	Sign-out Logs	Handbooks
Provide Food Nutritional Services Handbook to all appropriate personnel	Annually – July	Printing Costs	Director of School Nutrition	Sign-out Logs	Handbooks
Provide Transportation Department Handbook to all appropriate personnel.	Annually – July	Printing Costs	Assoc. Supt. of Operations	Sign-out Logs	Handbook

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 2: Develop an academic culture with an organizational structure that ensures strong, clear lines of communication among all stakeholders in a positive climate.

Strategic Objective 3: Stakeholders will be informed and included in discussions and decisions throughout the year.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Hold Title I Stakeholder Meetings	Bi-Annually (Schools) Annual (District)	Title Funds	Director of Federal Programs	Agendas Sign-in Sheets	
Hold Community Bus Tour of schools and programs	Annually – Fall	Video Costs	Superintendent of Director of Human Resources	Agendas Sign-in Sheets	Bus Tour Video Notecards News Coverage
Assign Surveys -climate surveys -parent perception surveys	Annually	N/A	BOE Assoc. Supts. And Directors	Agendas Sign-in Sheets	
Hold School Council Meetings	3 x/year	N/A	Principals	Agendas Sign-in Sheets	
Hold CTAE Advisory Committee	2 x/year	CTAE Clubs	Assoc. Supt. of Teaching and Learning	Agendas Sign-in Sheets	

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Hold PAC Meetings / SAC (Parent Advisory Council)	2 x/year	N/A	Superintendent	Agendas Sign-in Sheets	
Send School Cast messages (Text message – emergency notification)	Annually	School Cast Annual Fee	Director of Technology	Agendas Sign-in sheets	School Cast Reports

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Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 3: LCSS will demonstrate a cycle of continuous improvement.

Strategic Objective 1: LCSS will review/revise the Strategic Plan annually.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Review strategic plan progress and modify as needed.	Annually	N/A	Superintendent	Sign-in Sheets Agendas	Strategic Plan
Present the Strategic Plan at BOE Meetings	Annually	N/A	Superintendent	BOE Agenda	News Coverage
Review Strategic Plan with school improvement teams at ASPIRE	Annually – June	N/A	Superintendent, Assoc. Supts., District Directors	Agendas Sign-in Sheets	Power Point Presentation Video News Coverage
Connect the Strategic Plan to agenda items for BOE and faculty meetings.	FY18	N/A	Superintendent Principals	Agendas Handouts	

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 4: Develop a budget to ensure that student needs are met utilizing federal, state, and local funds; as well as maintain an adequate fund balance as required by state law.

Strategic Objective 1: LCSS will utilize enrollment statistics, scheduling, and program needs to determine staffing and funding priorities on an annual basis.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Review FTE in December and late April or early May	Annually – December, April or May	N/A	Superintendent CFO		Reports
Determine estimated funding and positions earned (Superintendent, Human Resource, and CFO)	Annually – January	N/A	Superintendent CFO Director of Human Resources		

Strategic Target III: Organizational Management and Effectiveness

Strategic Goal 4: Develop an annual budget to ensure that student needs are met utilizing federal, state, and local funds; as well as maintain an adequate fund balance as required by state law.

Strategic Objective 2: LCSS will secure a SPLOST referendum for future capital projects by the end of FY16.

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Discuss planning process with the Board of Education	Jan. 2016	N/A	Superintendent CFO	Agenda	
Finalize construction projects, costs and draw schedules Determine Bond Issue size	October 2015- December 2015	N/A	Superintendent CFO	Schedules	Financial Documents
Distribute first drafts of Referendum Resolution, Notice of Election, and other required documents	January 2016	N/A News coverage	Superintendent CFO	Draft	Resolution Election notices Financial documents
Revise documents due	December 2015	N/A	Superintendent CFO		Revised documents
Adopt Referendum Resolution, Notice of Election, and other applicable documents.	January 14, 2016	N/A	Superintendent CFO	Agenda	Resolution Election schedule

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Deadline to publish newspaper ad (90 days) to serve as the “official call date” IF a special election to be held in conjunction with a state-wide primary or general election. Submit ballot question to ballot builders.	February 23, 2016	N/A	Superintendent CFO	Drafts	Minutes
Publish first copy of Notice of Election.	Week of April 18 th	Publication Costs	Superintendent CFO	Drafts	Ballot questions
Publish second copy of Notice of Election.	Week of April 25 th , 2016	Publication Costs	Superintendent CFO	Drafts	Notice documents
Publish third copy of Notice of Election.	Week of May 2 nd , 2016	Publication Costs	J. Alligood K. Thompson	Drafts	Notice documents
Publish fourth copy of Notice of Election.	Week of May 9 th , 2016	Publication Costs	Superintendent CFO	Drafts	Notice document
Publish fifth copy of Notice of Election.	Week of May 16 th , 2016	Publication Costs	Superintendent CFO	Drafts	Notice document

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Hold Elections	May 24 th	N/A	Superintendent CFO	Ballots	Election results
Confirm, declare, and approve election results (Board)	May 31 st	N/A	Superintendent CFO		Agenda

DRAFT