

FY22 STRATEGIC PLAN

LAURENS COUNTY SCHOOLS

Mr. Clifford Garnto Superintendent

Mr. Kenny Payne, Board Chairman

Mrs. Kathy Sweat, Board Vice Chair

Mr. Kevin Malone, Board Member

Mr. Tony Johnson, Board Member

Mrs. Catherine Rozar, 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

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/or Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Create curriculum maps for all academic content areas (ELA, Math, Science, Social Studies) in grades K-12.	2020-23 school years	N/A	Curriculum Director & Teacher Focus Groups	Sign-in Sheets Agenda	Completed and published curriculum maps and guides
Create and implement system level common formative assessments in all four content areas (ELA, Math, Science, Social Studies) in grades 1-12	2020-23 school years	Performance Matters Keenville Beacon	Curriculum Director Assessment Director, Teacher Focus groups	Sign-in Sheets Agendas for Test-prep	Completed unit benchmark assessments
Create procedures for elementary, middle, and high school levels to address grade level gifted/advance curriculum/enrichment for advanced students at all levels.	2020-23 school years	State Gifted Funding Move On When Ready resources Local Funding	Gifted Coordinator	Sign-in Sheets Agendas	Written procedure

Actions, Strategies, and Interventions	Timeline	Estimated Costs, Funding Sources, and/or Resources	Person(s) Responsible	Evaluation of Implementation of Strategies and Impact on Student Learning	
				Artifacts	Evidence
Continued use of Instructional Coaches and Interventionist in all Title I schools.	Annually	Federal Grant Funds	Federal Programs Director	Payroll documents, job descriptions	GMAS achievement scores

Strategic Target I: STUDENT LEARNING

Strategic Goal 2: Attain or maintain an annual graduation rate at each Laurens County High School at 90% or more

Strategic Objective 1: Increase the graduation rate for 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
Continue to offer credit recovery for students who do not meet promotion requirements in high schools	2020-2021 school year	Tuition Cost (set by district)	High School Principals	Schedules Registration documents	Credit completion
Develop a plan for middle school students that do not meet the requirements for promotion but are "aged out."	2020-2021 School Year	Tuition Cost, if any (set by district)	High/Middle school principals, teachers	Agendas Sign in Sheets	Written plan or policy
Monitor the progress of transcripts in grades 9-12.	Annually	GA Futures Grad Plan Advisement Sheets	High School counselors Principals	Transcripts check off form	Completed transcripts
Continued implementation of advisor's program	Ongoing	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, Annually	N/A	High/Middle School counselors	Program agendas Sign-in Sheets	
Promote "On to High School" grade 8 to grade 9 Transition Activities	Spring, Annually	N/A	MS/HS Principals and counselors	Agendas Brochures	

Strategic Target 1: STUDENT LEARNING

Strategic Goal 3: 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 FY23.

Strategic Objective 2: Close the achievement gap for economically disadvantaged students by three percentage points by FY23.

Strategic Objective 3: Close the achievement gap for ELL students by three percentage points by FY23.

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 co-taught model.	2019-2023	Co-teach training	Director of SPED	Schedules	
Provide targeted, skill-based remediation services for students based upon Milestones or system wide unit benchmarks in grades K-12	2019-2023	Milestone scores, benchmark scores, school-based interventionist	Director of Assessment Principals Associate Superintendents of Curriculum and Instruction Certified Content Teachers	Schedules, Data analysis, data meeting agendas	Increased GMAS achievement among remediated students.

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 targeted scheduling for students in grades K – 12.	2019-2023	N/A	Principals Counselors	Schedules	
Specific co-teaching, collaborative, push-in/out model professional learning in best practices for SPED co-teaching teams, ESOL teachers, and other appropriate staff.	2019-2023	Professional Development Budget, Federal Grant Funds	SPED Director Curriculum Director Federal Programs Director	Agendas Sign-in Sheets	Achievement Data for appropriate subgroups Training evaluations and surveys

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 instructional practices 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
Expand professional learning of best practices for differentiation as applied to subgroups and struggling students.	2020-2023 school years	PL HGRESA	Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Agendas, training schedule	Meeting minutes Sign-in Sheets
Implement focus walks as an informal observation tool for feedback concerning evidence based instructional practices in all schools.	2020-2023 school years		Principals District Directors	Mid-year conf. Formative 1 data	Focus walk data and observation forms
Develop an annual system wide Professional Learning Plan that is based on system and school level improvement goals.	2020-2023 school years	District Improvement Plan Goals School Improvement Plan Goals	District Directors	Calendar Written plan	

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 on 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 through the District Wide Alignment plan.	2020-2023 school years	N/A	Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Document Agendas Sign in sheets	Completed District Wide Alignment Documents
Practice/Monitor implementation of Focus Walks, Lesson Plan reviews and Assessment reviews through a tiered support model.	2020-2023 school years	N/A	Principals District Staff	Mid-year conf. Form 1 data	Pull feedback formative #1 Student achievement data
Continue to provide Depth of Knowledge (DOK) training for teachers, through a tiered support model, including the identification and alignment of rigorous formative assessments with targeted standards.	2020-2023 school years	N/A	Superintendent, Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Agendas Sign-in Sheets	Pull feedback formative #1 Student achievement data

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
Further define expectations of instructional technology usage.	Annually		Director of Technology Instructional Technology Leader	Training Documents and videos	We Believe document
Provide training for teachers in <ul style="list-style-type: none"> • ASPEN • SLDS • Performance Matters • Instructional technology tools (Chromebooks, Smart Boards, iPads, MacBooks, Clickers, Smart Panel TVs) • Assistive Technology 	Annually	PL RESA	Instructional Technology Leader	Agendas /Training schedule Meeting minutes Sign-in sheet	
Provide professional learning for teachers on technology based instructional tools, such as online and progress monitor programs.	Annually	Technology dept Contracted trainers	Instructional Technology Leader Instructional Coaches	Agendas /Training schedule	Usage data Training evaluations Progress monitoring data Student achievement
Specific training for the planning of student use of technology to enhance student achievement Grades K-12.	2020-2023 school years		Principals Teachers Instructional Coaches Instructional Technology Leader	Lesson Plans and Feedback	Pull feedback formative #1

Update and modernize all LCSS Media centers to become performance learning centers for all LCSS students.	2020-2021 school years	L4 Grant funds	Principals Media Specialist, Grant coordinator	Media Center plans	
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Strategic Target II: Teacher/Leader/Staff Quality and Development

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

Strategic Objective 4: Teachers of special populations will receive professional training regarding collaborative, co-teaching, push-in/out 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 training for Co-teaching teams Grades K-12, with redelivery at all schools.	August 2019 – June 2023	Contracted trainers	Director of SPED Principals	Agendas Meeting Minutes Sign-in sheets	Student Achievement Data Training evaluation surveys
Progress Monitoring of SPED co-teaching models.	FY20-23	GLRS	Director of SPED Principals	Walkthrough Form	Feedback from walkthrough
Provide push-in training for teachers of ELL students at the primary/elementary level.	FY20-23	GaDOE online training modules	Federal Programs Director Instructional Coaches	Agendas Meeting minutes Sign-in sheets	Student Achievement Data Training evaluation surveys

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 FY23, teachers will use data to inform instruction and support student learning.

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 Collaborative Professional Learning for disaggregation of data to determine specific needs of students.	Minimum – 3 times/year	Benchmark data Universal screener data Lexile data Progress monitoring data	Principals, Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	Meeting agendas Sign-in sheets	Training evaluation surveys Student achievement data
Provide WIN (What I Need) time in grades K-8 that are scheduled based on data analysis of student needs.	Annually – to begin no later than one month past the first day of school	Benchmark data Universal screener data Lexile data Progress monitoring data	Principals, Assoc. Supt. Teaching and Learning, APIs, Instructional Coaches	WIN Schedules Grouping plan/meeting notes	Student achievement data

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
Review and update of annual system goals based on current and trend data.	Each year in June		District Staff Principals ASPIRE Leadership Teams	Student Achievement CCRPI data TKES data (surveys, etc.) Agenda Sign-in Sheets	Consolidated LEA Improvement Plan (CLIP) School Improvement Plans (SIP) LCSS Strategic Plan
Disaggregate data to determine areas to be addressed in a Comprehensive Needs Assessment (CNA) for System and School Improvement.	Each year in June		District Staff Principals ASPIRE Leadership Teams	Meeting Minutes Sign-in Sheets SIP Report Outs by Principals	District and School CNAs
Professional development for best practices to develop a Comprehensive Needs Assessment and Improvement Plan.	Annually beginning in January.		District Staff Principals ASPIRE Leadership Teams	Meeting Minutes Sign-in Sheets Agendas Feedback to schools	Completed CLIP and SIPs

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 level leaders and teachers 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
Assign Mentors to all induction level leaders and teachers.	Annually in July	N/A	Principals Associate Superintendents for Teaching and Learning	Mentor list Meeting minutes	Applications
Hold new employee orientation.	July annually	N/A	Associate Superintendent of Human Resources, Associate Superintendents for Teaching and Learning	Agendas Sign-in sheets	
Continue to hold Aspiring Leaders Program (Cohort I, II, etc.)	Annually	N/A	Assoc. Supts. Teaching and Learning, Teacher Leaders	Agendas Sign-in sheets	Program Evaluations

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
Continue to hold Principal Development Program	Annually	N/A	Superintendent, Assoc. Supts. Teaching and Learning	Agendas Sign-in sheets	Program evaluations
Provide Tiered Supports for Induction level principals and teachers as needed.	Annually		Superintendent, Assoc. Supts. Teaching and Learning, Principals Instructional Coaches	PLP in TKES Tier Support rubrics Meeting documentations	TKES/LKES ratings Program evaluations

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 in field, professionally 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		Superintendent, CFO, Associate Superintendents	Agenda Sign-in Sheets	FTE projections Schedules Budget Docs.
Offer contracts no later than April.	March		Superintendent, Associate Superintendent of Human Resources	Contract Draft	Signed contracts
Send a system representative to job fairs at higher education institutions with quality teacher preparation programs.	Annually	Travel Expenses HGRESA Job Fair	Associate Superintendent of Human Resources	School brochures	New Hires
Evaluate and, if needed, increase the local supplement to be comparable to similar systems.	Annually	Budget projections to be provided by CFO	Superintendent, CFO	Supplement & salary schedule	

Provide annual Title II training for principals on in-field and professional qualification requirements.	Annually at beginning of year meeting		Director of Federal Programs	Agenda Sign-in sheets Meeting minutes	PQ documentation by principals
Provide training updates on tenure rules for administrators.	Annually January		Associate Superintendent 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	Associate Superintendent of Human Resources, Board Attorney, Principals	Agenda Sign-in sheets Meeting minutes	

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

Strategic Goal 5: Implement all required staff evaluations with fidelity.

Strategic Objective 1: All LCSS district and school level administrators will implement, in accordance with published timelines, the required and appropriate evaluation system for staff the they supervise.

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/TKES timeline.	Monthly		Associate Superintendents of Curriculum and Instruction	Reports	
Use the LAPS/TAPS rubrics to conduct evaluations with fidelity.	Ongoing		Administrators	Reports	Feedback and evaluations
Based upon system priorities for improvement, the superintendent will develop leadership performance goals.	Annually – July		Superintendent, Associate Superintendent of Human Resources, Building Administrators	Written Documentation	
Provide feedback to non-certified staff and contributing professionals throughout the year and subsequently evaluate all staff using the appropriated tools.	Annually		Administrators		Feedback and evaluations

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		Safety Coordinator	Safety forms	<ul style="list-style-type: none"> Report/Database
Submit evidence to district safety coordinator that fire (monthly) are completed.	Annually		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 that tornado drills are completed.	Monthly		Principals	Safety forms	<ul style="list-style-type: none"> Report/Database
Submit evidence to district safety coordinator that hard/soft lockdown drills are completed.	Bi-Annually		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		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		Director of Safety, Associate Superintendent of Human Resources	Inspection finds	<ul style="list-style-type: none"> • Superintendent Report with Follow up
Use a maintenance help ticket system to provide more consistency in the completion of maintenance request.	FY21		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	
Attend training and create an updated 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 plans.	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
Review and revise the district organizational chart	Annually to be available during preplanning		Superintendent, District Directors	Meeting Agendas and Meetings	District Organizational Chart
Review and revise the district's systematic approach for disseminating communication (PROTECTION BY PROTOCOL)	Annually	Publishing and/or printing costs (where applicable)	Superintendent District Directors	Agenda and/or minutes from meetings (faculty, PLC, ASPIRE, grade level meetings, committee;	District Communication Notebooks Websites School Councils PTOs Facebook Pages Newsletters Weekly PLCs

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.	Annually: July & Aug	Service Fee	Associate Superintendent of Human Resources	Created modules	Compliance Director, certificate
Publish Employee Handbook for all LCSS employees	Annually – July	N/A	Associate Superintendent of Human Resources	Handbook Drafts	Handbook, available on-line
Provide, electronically, all LCBOE approved, revised, and updated district level program handbooks to all LCSS staff, parents and stakeholders.	Annually – July		District Directors Technology departments		Online handbooks found on the LCBOE webpage.

Strategic Target III: Organizational Management and Effectiveness

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

Strategic Objective 3: Provide opportunities for stakeholder input which are meaningful and timely.

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	Parent Surveys
Hold Community Tour of schools and programs	Annually – Fall	Video Costs	Superintendent, Associate Superintendents of Teaching and Learning	Agendas Sign-in Sheets	Tour Video Notecards News Coverage
Assign Surveys -climate surveys -parent perception surveys	Annually	N/A	Federal Programs Director	Agendas Sign-in Sheets	Survey Results
Send School Cast messages (Text message – emergency notification)	Annually	School Cast Annual Fee	Director of Technology	Agendas Sign-in sheets	School Cast Reports

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/ CLIP progress and modify as needed.	Annually		Superintendent	Sign-in Sheets Agendas	Strategic Plan CLIP
Present the Strategic Plan/CLIP at BOE Meetings	Annually		Superintendent	BOE Agenda	Strategic Plan CLIP
Review Strategic Plan/CLIP with school improvement teams at ASPIRE	Annually – June		Superintendent, Assoc. Supts., District Directors	Agendas Sign-in Sheets	Strategic Plan CLIP
Connect the Strategic Plan/CLIP to agenda items for BOE and faculty meetings.	Annually		Superintendent Principals	Agendas Handouts	
Include System or School goals on all Professional Learning agendas to provide a focus for the year.	Annually		Assoc. Superintendent for Teaching and Learning, District Directors 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 Q3 and Q4 to determine staffing needs.	Annually		Superintendent CFO		Reports
Determine estimated funding and positions earned (Superintendent, Human Resource, District Directors and CFO)	Annually – January		Superintendent CFO Associate Superintendent of Human Resources District Directors		Staffing CPI Teaching and Effort Funds
Continued communication and training of principals concerning budgeting for individual schools	Annually as needed		Superintendent CFO Associate Superintendent of Human Resources District Directors		Budgets/Allocations

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 FY21.

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. 2021		Superintendent CFO	Agenda	
Finalize construction projects, costs and draw schedules	2020-2023		Superintendent CFO	Schedules	Financial Documents