Lowndes County School System Strategic Plan 2023-2028

Dr. Shawn Haralson, Superintendent
Board adopted May 8, 2023

Lowndes County School System

Our Community

The Lowndes County School System is located in Lowndes County in the south-central portion of the state of Georgia. The county seat and the largest city is Valdosta. Other cities within the county include the cities of Hahira, Lake Park, and Dasher. Lowndes County is included in the Valdosta Metropolitan statistical area. The county was established by an act passed by the Georgia legislature on December 23, 1825. Lowndes County was named for William Jones Lowndes, a prominent South Carolina lawyer and Congressman. As of the 2020 Census, the population in Lowndes County was 118,251. Lowndes County is a major commercial, educational, and manufacturing center of South Georgia. Forest products including pulpwood and naval stores such as turpentine and rosin are produced. Records show that Public Schools for all classes of people in Lowndes County started in 1871.

The county seat, Valdosta has a 2023 population of 55,636. It is the 14th largest city in Georgia and the 783rd largest city in the United States. Valdosta is currently growing at a rate of 0.15% annually and its population has increased by .47% since the most recent census. The city of Valdosta is home to Valdosta University, part of the University System of Georgia. The Dedo Maranville Fine Arts Gallery, part of Valdosta State University exhibits student and national artists. South of the city is Wild Adventures Theme Park, home to animals, roller coasters and a water park. Moody Air Force Base is located in northeastern Lowndes County. The community, including the schools support the base in many ways.

Our School System

The Lowndes County School System currently has a student population of 10, 636 students. The school system includes 7 elementary schools, 3 middle schools and 1 high school. Those schools include: Clyattville Elementary, Dewar Elementary, Hahira Elementary, Lake Park Elementary, Moulton Branch Elementary, Pine Grove Elementary, Westside Elementary, Hahira Middle School, Lowndes Middle School, Pine Grove Middle School, and Lowndes County High School. Schools are committed to creating the best learning experiences for their students. The slogan for the school system is "One Lowndes; Where Everyone Finds Their Future."

Lowndes County School System

Individual elementary school enrollments as of 03/13/2023 include: **Clyattville Elementary** 620, **Dewar Elementary** 857, **Hahira Elementary** 807, **Lake Park Elementary** 645, <u>**Moulton Branch**</u> 563, **Pine Grove Elementary** 679, and **Westside Elementary** 965. Enrollments at the middle schools include **Hahira Middle School** 850, **Lowndes Middle School** 840, and **Pine Grove Middle School** 747. **Lowndes High School**, the only high school, has a student enrollment of 3063.

Student Statistics:

Demographics	Asian	Black	Hispanic/Latino	White	Other	Two or More
Elementary						
Clyattville	4	125	139	326	0	26
Dewar	16	311	110	340	2	78
Hahira	6	109	67	586	3	36
Lake Park	8	108	67	423	1	38
Moulton Branch	1	107	110	306	1	38
Pine Grove	5	191	78	342	1	62
Westside	43	206	102	571	2	41
Middle						
Hahira	16	154	51	577	4	48
Lowndes	5	200	139	455	0	41
Pine Grove	8	260	110	317	3	49

Lowndes County School System

Student Statistics (cont.)

Demographics	Asian	Black	Hispanic/Latino	White	Other	Two or More
High School						
Lowndes	50	765	326	1763	16	143

Staff Statistics

Certified Staff 810
Support Staff 579

Staff Certification:
Provisional B 26   **T4** 201   **T5** 379   **T6** 172   **T7** 32

Lowndes County School System
Strategic Planning Process

The Planning Team and the Planning Process

The planning for the Lowndes County School System's Strategic Plan began on February 6, 2023, when the Board of Education was given a review of the Strategic Planning structure and process. During that review, the Board received an orientation to the Strategic Planning Process that included the importance placed on that process by the Georgia State School Board Standards and Cognia Accreditation. Four target areas were determined as aligning with the system's highest impact areas for improvement. Those target areas were (1) Academics and Instruction, (2) Student Services, (3) Maintenance, Operations, School Safety and Facilities, and (4) Technology.

The Strategic Planning process was led by the Super Team which consisted of 65 members. Dr. Veronica Brown was the Chairman of the Super Team and provided leadership to the team during the process. Each of the Super Team members served on one of the 4 target area (Academics and Instruction; Student Services; Maintenance, Operations, Safety and Facilities; and Technology) teams. The Super Team met as a whole on February 6th and received an orientation to the strategic planning process at that time. During that meeting on February 6th, the school system's current vision, mission, and values statements were considered, and the decision was made to keep those with no changes being made. The Super Team included stakeholders that represented each school, the district office, parents, and the community. The four target area teams met a total of 14 times to address their area of the plan and determine the draft goals, objectives, action steps and other areas of the Strategic Plan. The Super Team met a second time on April 19th to review each target area's goals, objectives, action steps, timeline, person's responsible and evaluation methods of the draft Strategic Plan and come to a consensus on the plan.

Throughout the Strategic Planning process, the team members reported to and received input from their various stakeholder groups. Input from the team members' constituents was gathered through face-to-face conversations, emails, school meetings and a review of the draft documents. At each target area meeting, the input that had been received was shared and considered as decisions were made. It was stressed during the meetings that all voices should be heard, and all voices mattered.

Lowndes County School System
Strategic Planning Process (cont.)

Consideration of Data and Identification of Need

During their meetings, the four target area team members were asked to consider any available data (student data, school improvement plans, previous Strategic Plans etc.). Team members also considered stakeholder input and feedback from their constituents. Team members used this data to identify areas for growth, to determine goals, set objectives and to decide with action steps would need to be taken to achieve the goals.

Development of Goals, Objectives, and Action Steps

Once the four target areas analyzed the available data, the team members reached a consensus on goals, developed measurable objectives, and determined actions for each with timelines, funding, persons responsible and means of evaluation. The plan on which the Super Team came to consensus includes 12 goals, 22 objectives, and 87 action steps. Action steps are scheduled over a five-year period (2023-2028) with most being initially implemented during the first two years. The measurable objectives and action steps are to be reviewed annually. This review of progress may result in revisions with objectives, action steps or items being modified or added. During the five-year period, of the Strategic Plan stakeholders will be kept appraised of the work, and feedback will be used when determining any revisions to the plan.

Adoption of System's Vision, Mission, and Belief Statements

At the February 6th Super Team meeting, members considered Lowndes County School System's vision, mission, and values statements. After the discussion, the team made the decision to make no changes to the vision, mission, and values statements.

Lowndes County School System
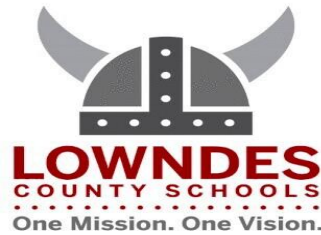
MISSION

**Working Together to Empower, Challenge, and Inspire-
One Lowndes!**

VISION

A Learning Community Striving for Excellence Every Day

VALUES

- **A safe and orderly school environment**
- **A focus on students**
- **Empowering leadership and teamwork**
- **Research-based and data driven decision making**
- **Effective and efficient operations**
- **Stakeholders' satisfaction and support**

Lowndes County School System
Strategic Planning Process
Super Team Members

Dr. Veronica Brown, Curriculum Director 6-12, Chairman of Super Team

Academics and Instruction

1. **Julie Klein, Chairman, Curriculum Director**
2. Samuel Clemons Jr., Principal PGM
3. Buffy Reddick, Coordinator of Testing, RTI
4. Lauren Sirmans, Principal LPE
5. Tracy Crutchfield, Psychologist
6. Herb Hamilton, Director Title 1
7. Beth Lind, Principal WES
8. Becky Wetherington, Director Data
9. Heather Epley, District ELA Coach
10. Chase Ellinburg, Teacher LHS
11. Justin Purvis, Teacher HMS
12. Trisha Topicz, Parent WES
13. Latrease Williams, Teacher MBE
14. Miranda Culbreth, Teacher PGE
15. Desirai Pannell, Teacher CES

Student Services

1. **Katie Chappuis, Chairman, Director of Student Support**
2. Mindell Downing, Director of Special Education
3. Rhonda Browning, Director of Student Information
4. LeAnne McCall, Principal LHS
5. Al Swilley, Principal PGE
6. Jessica LeFiles, Behavior Specialist
7. Maggie Moody, Principal CES
8. Sean Alligood, AP Alternative School
9. Natalie Howell, PBIS Coordinator
10. Rachel Adams, Teacher WES
11. Brooke Evans, Parent LMS
12. Haley Gay, Parent PGE
13. Jada Hamby, Parent CES
14. Casey Langdale, Parent LHS
15. Robert Blair, Parent PGM
16. Kayla Evans, Teacher LMS
17. Krista Pearson, Assistant Principal LHS

Lowndes County School System
Strategic Planning Process
Super Team Members (cont.)

Maintenance, Operations, School Safety and Facilities

1. **Jeff Hill, Chairman, Director of Facilities**
2. Matt Deal, Director of Transportation
3. Donna Hendley, Director of Nutrition
4. Randy Cooper, Director Human Resources
5. Terny Berry, Director Teacher Leader
6. Neil Wilkes, Principal HES
7. Beth Wisenbaker, Finance Coordinator
8. Lt. Kerry Quinn, SRO LHS
9. Bill Haskin, Principal LMS
10. Sol Summerlin, Principal MBE
11. Shelbra McKnight, Parent MBE
12. Lyndi Soles, Parent HES
13. Jessica Dillard, Teacher DES
14. Holly Mink, Parent DES
15. Jennifer Schneider, Teacher LPE
16. Alaina Lewis, Parent LPE
17. Bennett VanHorn, SRO LHS

Central Office Personnel who participated in meetings
Dr. Shawn Haralson, Superintendent
Dr. Rodney Green, Assistant Superintendent, Teaching and Learning
Ken Overman, Assistant Superintendent, Finance
Sandra Wilcher, Assistant Superintendent, Student Services

Technology

1. **Lindsey Martin, Chairman, Director of Technology**
2. Jeff Harrell, Director of Technology
3. Heather Morin, Coordinator of Media Specialists
4. Melanie Johnson, Principal DES
5. Ivy Smith, Principal HMS
6. Lauren Pope, Director PR
7. Cloise Williams, Director CTAE LHS
8. Linda Howell, Parent HMS
9. Julia Faucette, Teacher HES
10. Porchia Seawright, Teacher PGM
11. Alyssa Smith, Teacher LHS
12. Alesia Hilton, Parent LHS
13. Cindy Taylor, Media Specialist PGE
14. Allison Hamel, Media Specialist PGM

Strategic Goal Area 1	Academics and Instruction				
Specific Goal 1.1	Commit to consistent innovative system-wide processes resulting in high levels of learning and growth for all stakeholders				
Measurable Objective 1.1.1	Develop and strengthen a system-wide shared understanding of effective Tier 1 instruction for all learners that results in high levels of learning and growth				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.1.1	Continue to provide and expand Professional Learning (ex. in Lowndes County Schools Instructional Framework, Professional Learning Communities, lesson performance, and all content areas).	Summer 2023, Ongoing	District PL Budget, State Funds	Teaching and Learning Department, School Administrators, Teachers	Collect evidence of quality teaching, learning, and professional collaboration, Survey of participants, Sign-in sheets, Agendas, Student assessment data
1.1.1.2	Analyze assessment results as part of the totality of evidence to determine student needs (data driven, common, formative, system-wide accountability process).	Aug, 2023, Ongoing	N/A	Teachers, School Administrators, Curriculum Directors, Students	Annual review of student growth and achievement on all summative and formative assessments, Analyze district and school common assessments, PLC agendas/minutes, System Universal Screener

Strategic Goal Area 1	Academics and Instruction
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Measurable Objective 1.1.1	Develop and strengthen a system-wide shared understanding of effective Tier 1 instruction for all learners that results in high levels of learning and growth

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.1.3	Use assessment results to inform and adjust instruction (researched based instructional strategies, system-wide accountability process, parent education).	Aug. 2023, Ongoing	N/A	Teachers, School Administrators, Teaching and Learning Department	Classroom observations/teacher interviews/conferencing, PLC/PL agendas/minutes Lesson plans
1.1.1.4	Seek and utilize innovative research-based strategies to enhance student learning.	Aug. 2023, Ongoing	PL funds	Teachers, Teaching and Learning Department	PLC/PL minutes/agendas, Sign-in sheets

Strategic Goal Area 1	Academics and Instruction
Specific Goal 1.1	Commit to consistent innovative system-wide processes that result in high levels of learning and growth for all stakeholders.
Measurable Objective 1.1.2	Expand and strengthen PK-12 Literacy instruction for all learners that results in high levels of learning and growth

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.2.1	Continue and expand professional learning of Science of Reading (SOR) across the curriculum (K-8).	Aug. 2023, Ongoing	State and Local PL funds **Resources**: reading manipulative decodable readers, SOR readers, read-aloud books,	Curriculum Director, Instructional Coaches, Teachers, Administrators, PL Coach	Teacher observations, Increase in the number of SOR model classrooms, agendas, Sign In Sheets of PL training activities
1.1.2.2	Provide professional learning and implement research-based writing across the curriculum (K-12).	Aug. 2023, Ongoing	State and Local PL Funds	Curriculum Director, Instructional coaches, Teachers, Administrators, PL Coach	Teacher observations, PLCs and PL minutes, Agendas, Sign In sheets

Strategic Goal Area 1	Academics and Instruction
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Measurable Objective 1.1.2	Expand and strengthen PK-12 Literacy instruction for all learners that results in high levels of learning and growth

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.2.3	Create district and school literacy teams to guide and support the implementation of reading and writing initiatives.	At least by Aug. 2025, Ongoing	Local and School Funds	District Administrators, School Administrators	Team rosters Meeting minutes/agendas Surveys Sign-in sheets
1.1.2.4	Expand the number of 4-year-old Pre-K classrooms including staff and resources as needed.	Aug. 2024, Ongoing	Bright From the Start, State and Local Funds	Superintendent, Pre-K Director, Director of Facilities	Pre-K waiting list, Pre-K Pre/Post testing, Classrooms Added
1.1.2.5	Implement a 3-year-old program to further support early literacy with staff and resources as needed.	Aug. 2024, Ongoing	Local Funds	Superintendent, Pre-K Director, Administrators, Teachers	Parent surveys, Pre/Post testing, Class Added
1.1.2.6	Seek and utilize innovative research-based strategies to enhance student reading skills across the curriculum (9-12).	Aug. 2025, Ongoing	Local Funds, School Funds,	Teachers, Instructional Coaches, Curriculum Directors, Administrators	PLC/PL minutes/agendas, Sign-in sheets

Strategic Goal Area 1	Academics and Instruction
Specific Goal 1.1	Commit to consistent system wide processes that result in high levels of learning for all stakeholders.
Measurable Objective 1.1.3	Develop an explicit, systematic RTI process based on student needs with increasingly intensive levels of targeted intervention

	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
1.1.3.1	Provide professional learning for all teachers in the RTI process.	Aug. 2023, Ongoing	District and School PL budget	RTI coordinator, School Administrators	Agendas, Sign-in sheets, Documents created, Data Team
1.1.3.2	Identify and provide exemplars of Tier 1, Tier 2, and Tier 3 resources to ensure consistent implementation of the RTI process.	Jan. 2024, Ongoing	State and local funds	RTI Coordinator, District RTI Team,	Meeting agenda/minutes, List/models/videos of exemplars
1.1.3.3	Design and implement master schedules with dedicated time for all tiers.	Aug. 2023, Ongoing	N/A	School Administrators	Master schedule
1.1 3.4	Update and communicate a shared, consistent process for assigning and documenting Tier 2 and Tier 3 supports.	Aug. 2023	N/A	RTI Coordinator, District RTI Team, Teachers	RTI process/checklist

Strategic Goal Area 1	Academics and Instruction
Specific Goal 1.1	Commit to consistent system wide processes that result in high levels of learning for all stakeholders.
Measurable Objective 1.1.3	Develop an explicit, systematic RTI process based on student needs with increasingly intensive levels of targeted intervention

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1 3.5	Investigate and determine a means for transitioning to an electronic RTI platform.	At least by Fall 2028	N/A	RTI Coordinator, District RTI Team, Teachers	Electronic RTI Platform in place

Strategic Goal Area 1	Academics and Instruction
Specific Goal 1.1	Commit to consistent system wide processes that result in high levels of learning for all stakeholders.
Measurable Objective 1.1.4	Increase access, opportunity, and participation in academic programs for all students.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.1.4.1	Increase the number of students enrolled in Honors and Advanced Placement courses (9-12).	Aug. 2023, Annually	State Grants; Local funds	Curriculum Director, High School Administrator	Student enrollment numbers
1.1.4.2	Appropriately identify and serve the number of students enrolled in Gifted classes (K-12) by providing alternative Gifted assessments, utilizing different service delivery models, certifying teachers as gifted, and providing additional resources as needed.	Aug. 2024, Ongoing	State funds	Curriculum Directors, Gifted teachers, School Administrators, Student Information System Team	Student enrollment numbers, Teacher Certification process shows additional teachers in process, Additional resources provided, List of service delivery models, Alternative Gifted assessments provided
1.1.4.3	Increase the number of CTAE Pathways offered and increase the number of pathway completions each year.	At least by Aug. 2027	Perkins	CTAE Director, School Administrators	Student enrollment, Number of students passing pathway tests

Strategic Goal Area 1	Academics and Instruction
Specific Goal 1.2	Develop practices to promote stakeholder collaboration resulting in increased teacher effectiveness
Measurable Objective 1.2.1	Stakeholder collaboration will improve through vertical and horizontal alignment among all grade levels

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
1.2.1.1	Create a system-wide calendar that provides opportunities for horizontal and vertical collaboration across the district.	Aug. 2024, Update Annually	N/A	Superintendent, School Administrators, Teachers, District RTI Team	Surveys concerning needs, Calendar created
1.2.1.2	Increase opportunities for parent conferences, student led conferences and stakeholder partnerships.	Aug. 2024, Annually	N/A	School Administrators, Teachers, Parent/Guardian, Students	Sign-in sheets Surveys Conference notes

Strategic Goal Area 2	Student Services				
Specific Goal 2.1	Establish and maintain community supports and services to promote emotional, behavioral, and social development of students				
Measurable Objective 2.1.1	Lowndes County Schools will provide opportunities for parent(s)/guardian(s) to obtain information regarding community resources				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
2.1.1.1	Explore opportunities to disseminate information through handouts, social media postings, (ex., Class Dojo, Campus Messenger), community fair, advertisements in local print media, and include on website items which highlight local resources and supports.	Aug. 2023, Ongoing	State, Local Funds	School Administrators and or Designee	Artifacts, Data, Survey, Website
2.1.1.2	Provide communication which will direct parent(s)/guardian(s) to school information tab on system website.	Aug. 2023, Ongoing	N/A	Director of Student Support, PR Director, School Administrator and or Designee	LCS School Messenger, School Messenger reports, Social Media Post
2.1.1.3	Create templates for digital and print media detailing school and system resources (hungry at home, dental van, etc.).	Aug. 2023 Update Annually	N/A	Director of Student Support, PR Director, School Administrator and or Designee	Template for digital and print media

Strategic Goal Area 2	Student Services				
Specific Goal 2.1	Establish and maintain community supports and services to promote emotional, behavioral, and social development of students				
Measurable Objective 2.1.1	Lowndes County Schools will provide opportunities for parent(s)/guardian(s) to obtain information regarding community resources				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
2.1.1.4	Provide information during student registration, open house to highlight community resources and partnerships.	Aug. 2023, Ongoing	N/A	School Administrators, IC Central	Artifacts
2.1.1.5	Provide templates for digital and print media to local social service providers (ex., Second Harvest, doctor offices, migrant camps).	Aug. 2023, Annually	N/A	School Administrators and or designee	Artifacts, data,

Strategic Goal Area 2	Student Services
Specific Goal 2.2	Develop District-wide processes to improve emotional, behavioral, and social skills that foster a positive learning environment
Measurable Objective 2.2.1	Strengthen district-wide prevention strategies and practices to foster a positive learning environment

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.2.1.1	Provide dedicated behavioral specialists to all schools to facilitate implementation of school-wide processes to be phased in over time.	Aug. 2023, On-going	State and local funds and grants as appropriate	Director of Student Support, Director of Special Education, Asst. Superintendent of Student Services	Names/locations of specialists
2.2.1.2	A system wide committee (SEL Task Force) will create clear and consistent vertical and horizontal expectations for Tier I behaviors to be implemented at the school level.	Aug. 2023, Bi-Annually	N/A	Asst. Supt. of Student Services, Director of Student Support, Behavior Specialist, SEL Specialist	Sign-in sheets, Documents created, Agenda and meeting notes
2.2.1.3	Expand the character development program system wide to include new lessons for elementary schools and resources for the secondary school.	Fall of 2024, Ongoing	State and Local Funds and grants as appropriate	Asst. Supt of Student Services, Director of Student Support, SEL Specialist, Behavior Specialist, Teacher(s)	The program and student surveys

Strategic Goal Area 2	Student Services				
Specific Goal 2.2	Develop District-wide processes to improve emotional, behavioral, and social skills that foster a positive learning environment				
Measurable Objective 2.2.1	Strengthen district-wide prevention strategies and practices to foster a positive learning environment				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
2.2.1.4	Provide Professional Learning of Tier I behavior strategies to faculty members to strengthen classroom management strategies.	Aug. 2023, Ongoing	State and Local Funds and grants as appropriate	SEL Specialist, Behavior Specialist	Sign-in sheets documents/ agenda and meeting notes
2.2.1.5	Continue professional development/learning and implementation of strategies on trauma informed practices to enhance a positive learning environment.	Aug. 2023, Ongoing	State and Local Funds and grants as appropriate	SEL Specialist, Behavior Specialist, School counselor(s)	Sign-in sheets, Documents, Agendas, Meeting notes
2.2.1.6	Develop clubs to enhance student social skills.	Aug. 2023, Annually	N/A	School Administrators and or Designee	Artifacts, Data, Clubs Listed, Number of Student Members

Strategic Goal Area 2	Student Services
Specific Goal 2.2	Develop Processes to improve the emotional, behavioral, and social skills that foster a positive learning environment
Measurable Objective 2.2.2	Strengthen district-wide intervention strategies and practices to foster a positive learning environment

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
2.2.2.1	A district-wide behavioral committee (SEL Task Force) will create clear and consistent vertical and horizontal expectations for Tier II and III behaviors at the school level.	Spring 2024, Ongoing	State and local funds	Director of Student Support/Behavior Specialist/ SEL Specialist	Sign-in sheets; documents of agenda and meeting notes, pacing guide
2.2.2.2	Provide Professional Development/Learning of Tier II and Tier III behavior strategies to faculty members to strengthen classroom management strategies.	Fall 2024, Ongoing	State and local funds and grants as appropriate	SEL Specialist and Behavior Specialist	Sign-in sheets documents/ agenda and meeting notes
2.2.2.3	Schools will utilize the created expectations to document student behavior data and progress monitor students receiving Tier II and Tier III supports.	Fall 2025, Ongoing	State and local funds and grants as appropriate	School Administrator and or designee	Artifacts and data

Strategic Goal Area 3	Operations, Maintenance, School Safety and Facilities
Specific Goal 3.1	Attract, recruit, employ, develop and retain high performing teachers, administrators, & staff who provide exceptional opportunities for all students.
Measurable Objective 3.1.1	Implement a recruitment and selection plan that attracts high quality candidates of diverse backgrounds to our system.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.1.1	Implement yearly "District Days" to engage with potential candidates.	February 2024, Annually	HR Budget	Assistant Superintendent of Finance / OP, HR Director	Schedule Day Agenda Participation Data
3.1.1.2	Cultivate collaborative partnerships with colleges, universities, and community leaders to attract a diverse and highly qualified staff.	September 2023, Ongoing	N/A	HR Director, Director of Teacher and Leader Quality	Documentation of Contacts
3.1.1.3	Identify and support future educators through an innovative Grow your Own program.	July 2023, Ongoing	N/A	HR Director, Director of Teacher and Leader Quality	Class Rosters Program Enrollment
3.1.1.4	Create and publish a system promotional multimedia package for use in recruitment of diverse staff.	December 2023	N/A	PR Coordinator	Multimedia Package Social Media Metrics

Strategic Goal Area 3	Operations, Maintenance, School Safety and Facilities
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Measurable Objective 3.1.1	Implement a recruitment and selection plan that attracts high quality candidates of diverse backgrounds to our system.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.1.5	Establish and implement a high-quality tiered teacher and staff induction program.	July 2023, Ongoing	Professional Learning, Department Budgets	Director of Teacher and Leader Quality, Department Directors	Sign-In Sheets Surveys Agendas
3.1.1.6	Provide training and opportunities for growth and advancement for all staff.	FY '24, Ongoing	Professional Learning, Department Budgets	Director of Teacher and Leader Quality, Department Directors	Sign-In Sheets Surveys Agendas

Strategic Goal Area 3	Operations, Maintenance, School Safety and Facilities
Specific Goal 3.1	Attract, recruit, employ, develop and retain high performing teachers, administrators, & staff who provide exceptional opportunities for all students.
Measurable Objective 3.1.2	Increase the retention rate of effective teachers, leaders, and support staff.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.1.2.1	Analyze and address compensation structures to ensure we provide consistent, competitive salaries for all employees.	Ongoing	State and Local Funds	Assistant Superintendent of Finance / OP, HR Director	Collected Data
3.1.2.2	Seek robust ways to recognize and reward employees for continuous service.	FY '24	Local Funds, LEIF and CPIE	PR Director	Implementation of Recognition Program
3.1.2.3	Develop and conduct survey of job satisfaction for all system employees.	FY'24 Twice per year	N/A	Asst Supt of Finance/OP Director of Teacher & Leader Quality	Results of Survey

Strategic Goal Area 3	Operations, Maintenance, School Safety and Facilities
Specific Goal 3.2	Promote leadership development among teachers and leaders by providing capacity building opportunities for those who have the knowledge, skills, and dispositions to improve achievement and outcomes for all students.
Measurable Objective 3.2.1	Develop leadership skills for future and existing administrators within the district.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.2.1.1	Develop and implement a professional development program for aspiring and existing leaders.	FY '24	Professional Learning	Asst. Supt. Of Teaching & Learning, Director of Teacher and Leader Quality	Program Agendas Feedback Surveys
3.2.1.2	Develop and implement leader induction/mentoring support for administrators in 1st - 3rd years.	FY '24	Professional Learning	Director of Teacher and Leader Quality	Program Agendas Feedback Surveys

Strategic Goal Area 3	Operations, Maintenance, School Safety and Facilities
Specific Goal 3.3	Enhance the safety of our students and staff
Measurable Objective 3.3.1	Promote the awareness of safety protocols among faculty, staff, and students

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
3.3.1.1	Hire a dedicated Lowndes County Schools Safety Director.	FY '24	Local and State Funds and grants as appropriate	Assistant Super. of Finance/Op	Hire for the position
3.3.1.2	Establish LCS Safety Committee made up of law enforcement, administrators, educators, parents.	FY '24	Department of Safety and Security Budget	School Safety Director, Assistant Super. of Finance/OP	Formation of the Committee

Strategic Goal Area 4	Technology
Specific Goal 4.1	Build a sustainable inventory of technology hardware and software to ensure the instructional needs of students and teachers are met.
Measurable Objective 4.1.1	Ensure that all technology, software, and peripherals are up-to-date with current models and are compatible with the instructional needs and teaching practices.

	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
4.1.1.1	Complete an equipment analysis.	First by Oct. 2023; Performed annually	Incident IQ Technology Budget	Inventory Specialist	Inventory Data Collected
4.1.1.2	Identify equipment that needs to remain on par with industry standards as priority.	Feb. 2024; Performed annually	NA	Director of Technology Inventory Specialist	Inventory Reports
4.1.1.3	Conduct a needs assessment for hardware and software instructional technology to identify other unique instructional needs based on grade and school.	Oct. 2024; Performed annually	NA	Director of Technology	Google Form
4.1.1.4	Complete a faculty/staff survey for feedback on instructional technology needs.	Oct. 2024; Performed annually	NA	Director of Technology, Media/Software Coordinator	Google Form

Strategic Goal Area 4	Technology
Specific Goal 4.1	Build a sustainable inventory of technology hardware and software to ensure the instructional needs of students and teachers are met.
Measurable Objective 4.1.2	Ensure that all students and teachers have core instructional technology equipment.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.1.2.1	Write a 5-year plan for replacement of core instructional equipment (i.e., teacher workstations, teacher Chromebooks, student Chromebooks, ViewBoards, classroom printers).	Jan. 2024	NA	Director of Technology	Completed plan
4.1.2.2	Add 1 Chromebook to every 2 students for grades K and 1. This will involve two teachers sharing a class set of Chromebooks in a cart.	Aug. 2023	ARP	Director of Technology	Purchase of Chromebooks

Strategic Goal Area 4	Technology
Specific Goal 4.2	Create infrastructure and systems that ensure the safety and security of our students, teachers, and institutional information.
Measurable Objective 4.2.1	Develop and implement a security plan.

	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
4.2.1.1	Determine areas of weakness from an outside audit company.	May 2026	Technology Budget	Director of Technology	Completed analysis
4.2.1.2	Involve technology personnel to identify steps needed for safety of data.	May 2027	Technology Budget	Director of Technology	Identified steps
4.2.1.3	Establish an offsite data hub.	May 2028	SPLOST	Director of Technology	Established offsite data hub
4.2.1.4	Update school maps (floor plans).	Jan. 2024	Technology Budget	Director of Technology	Updated maps
4.2.1.5	Cameras and servers - expansions and replacements - plan for two servers per year and budget for a spare server	May 2028	SPLOST	Director of Technology, Senior Technology Technician	Plan and updated equipment

Strategic Goal Area 4	Technology
Specific Goal 4.2	Create infrastructure and systems that ensure the safety and security of our students, teachers, and institutional information.
Measurable Objective 4.2.1	Develop and implement a security plan.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.2.1.6	Review, analyze, and share the overall effectiveness of school cameras and identify dead spots and areas of concern.	Jan, 2024	NA	Director of Technology, Senior Technology Technician, Principals, SROs	Completed review
4.2.1.7	Cameras installed/adjusted based on identified need (security)	Jan. 2025	SPLOST	Director of Technology	Cameras installed/adjusted
4.2.1.8	Standardize Wi-Fi sign-in.	Jan. 2024	NA	Senior Technology Technician	Standardized sign-in

Strategic Goal Area 4	Technology				
Specific Goal 4.2	Create infrastructure and systems that ensure the safety and security of our students, teachers, and institutional information.				
Measurable Objective 4.2.2	Provide professional learning to staff on security protocols				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
4.2.2.1	Utilize training solutions for cybersecurity.	Annually	State funded	Director of Technology	Reports

Strategic Goal Area 4	Technology				
Specific Goal 4.2	Create infrastructure and systems that ensure the safety and security of our students, teachers, and institutional information.				
Measurable Objective 4.2.3	Maintain student data privacy standards with regards to digital instructional resources				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
4.2.3.1	Maintain list of district-approved digital instructional resources,	Ongoing	NA	Media/Software Coordinator	Updated list on website
4.2.3.2	Add to certified staff handbook	June 2023	NA	Media/Software Coordinator	Updated staff handbook

Strategic Goal Area 4	Technology
Specific Goal 4.3	Focused professional development that is directly tied to technology integration by students.
Measurable Objective 4.3.1	All teachers will use technology to design instruction so that students are able to curate, collaborate and create digital content.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.3.1.1	Provide 3 Cs staff development.	May 2024; Ongoing	NA	Director of Technology	Sign in sheets
4.3.1.2	Create a Learning Object Repository (LOR) of district created resources (teacher created and district created) for teachers.	May 2028; Ongoing	NA	Director of Technology	LOR
4.3.1.3	Provide technology professional development to new teachers (on boarding process).	July 2023; Ongoing	NA	Director of Technology, Director of Teacher and Leader Quality	Sign in sheets
4.3.1.4	Provide technology training to school administration.	Aug. 2023, Ongoing	NA	Director of Technology	Sign in sheets

Strategic Goal Area 4	Technology				
Specific Goal 4.3	Focused professional development that is directly tied to technology integration by students.				
Measurable Objective 4.3.1	All teachers will use technology to design instruction so that students are able to curate, collaborate and create digital content.				
	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.3.1.5	Library Media Specialists attend quarterly PLC meetings held at different libraries in our district	Aug. 2023, Ongoing	NA	Media/Software Coordinator	Agendas
4.3.1.6	Annual technology training for teachers per school planned by the media specialist centered on student technology usage	Aug. 2024, Ongoing	NA	Media/Software Coordinator	Agenda
4.3.1.7	Provide dedicated technology professional learning to K and 1 teachers once Chromebooks are in place.	Aug. 2023	NA	Director of Technology, Media/Software Coordinator Elementary Media Specialists	Sign in sheets

Strategic Goal Area	Technology
Specific Goal 4.3	Focused professional development that is directly tied to technology integration by students.
Measurable Objective 4.3.2	Teachers record model lessons for self-reflection and sharing of best practices

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.3.2.1	Choose a vendor for classroom cameras and audio system.	Aug. 2025	NA	Director of Technology	Vendor selected
4.3.2.2	Utilizing the guidance of the system technology committee, develop an implementation process.	Aug. 2026	NA	Director of Technology	Implementation plan
4.3.2.3	Allow teachers and administrative teams to travel to neighboring districts to learn benefits of classroom video.	Aug. 2026	Professional Learning	Director of Technology	Reports from visits
4.3.2.4	Using the district technology team, establish areas of the instructional framework to model in lessons.	Aug. 2027	NA	Director of Technology	Recording plans
4.3.2.5	Create a Learning Object Repository (LOR) of district created video lessons.	May 2028; Ongoing	NA	Director of Technology	LOR

Strategic Goal Area 4	Technology
Specific Goal 4.4	Use technology to create partnerships with stakeholders.
Measurable Objective 4.4.1	Communication among stakeholders will be effective and timely.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.4.1.1	Investigate communication solutions.	Aug 2023	Student Information, Technology Budget	Director of Student Information Director of Public Relations Director of Technology	Established communication platform
4.4.1.2	Implement a unified communications notification system.	Aug. 2023; Ongoing	Student Information, Technology Budget	Director of Student Information Director of Public Relations Director of Technology	Implemented new communications system
4.4.1.3	Upgrade school websites to include social media (PR).	Aug. 2023	NA	Director of Public Relations Director of Technology	Updated school websites

Strategic Goal Area 4	Technology
Specific Goal 4.4	Use technology to create partnerships with stakeholders.
Measurable Objective 4.4.1	Communication among stakeholders will be effective and timely.

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.4.1.4	Standardize teacher web presence.	Sep. 2023	NA	Director of Technology	Updated teacher/team/grade/department websites

Strategic Goal Area 4	Technology
Specific Goal 4.4	Use technology to create partnerships with stakeholders.
Measurable Objective 4.4.2	Provide resources for Stakeholders

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.4.2.1	Create a YouTube channel of information both institutional and instructional for families.	Oct 2023; Ongoing	NA	Director of Technology Media/Software Coordinator	Created YouTube channel
4.4.2.2	Offer technology classes for families.	Sep 2023; Ongoing	NA	Director of Technology Media/Software Coordinator	Agendas

Strategic Goal Area 4	Technology				
Specific Goal 4.5	Foster an environment that supports innovation for the future, futuristic thinking.				
Measurable Objective 4.5.1	Students will be able to demonstrate grade level appropriate digital literacy skills.				

	Actions, Strategies, Interventions	Timeline	Funding Sources, and Resources	Person(s) Responsible	Means of Evaluation
4.5.1.1	Create a technology committee to develop a digital literacy plan.	July 2023	NA	Director of Technology Media/Software Coordinator	Agenda/Notes/Sign in sheets
4.5.1.2	Create a PreK-12 digital literacy plan.	May 2024	NA	Director of Technology Media/Software Coordinator, Technology Committee	Completed plan
4.5.1.3	Provide teacher professional development on how to implement the digital literacy plan.	Aug 2024	NA	Director of Technology Media/Software Coordinator	Sign in sheets
4.5.1.4	Implement digital literacy plan.	August 2025	NA	Director of Technology, Administrators, teachers Media/Software Coordinator	Scope and sequence

Strategic Goal Area 4	Technology				
Specific Goal 4.5	Foster an environment that supports innovation for the future, futuristic thinking.				
Measurable Objective 4.5.2	Add STEM/STEAM opportunities at every school that foster discovery and innovative thinking				
	Actions, Strategies, Interventions	**Timeline**	**Funding Sources, and Resources**	**Person(s) Responsible**	**Means of Evaluation**
4.5.2.1	Offer makerspaces or maker activities in all school media centers	May 2024; Ongoing	Media Budget and grants as appropriate	Director of Technology, Media/Software Coordinator, Media Specialists	MakerSpaces in media centers