

# LOWNDES COUNTY SCHOOL SYSTEM

Working together for excellence every day

## CONTINUOUS IMPROVEMENT AND IMPLEMENTATION PLAN

*Superintendent Wes Taylor*

2016-2017 School  
Year



“Moving from Good to Great and Beyond”

Continuous Improvement and Implementation Plan - System Goal I			To attain high academic achievement/success for all students ESEA goals 1,2,3,4, 5 IDEA goals 1,2,3,4		
Performance Area Objectives	Performance Measures	Performance Targets	Performance Strategies	Person Responsible	Performance Timeline
1. To increase the percentage of students scoring at the proficient level or above on state mandated assessments. <b>ESEA goals: 1 and 5. IDEA goal: 1</b>	Georgia Milestones Assessment System	Ten percentage points above the Level 3 and Level 4 state averages.	a. Disaggregate assessment data to identify specific areas of improvements including specific subgroups (ED, SWD, EL) of students.	Asst. Superintendent Teaching and Learning & Principals	Annually
			b. Use Common Benchmark Assessments to monitor student progress toward mastery of standards.	Asst. Superintendent Teaching and Learning & Principals	Ongoing
			c. Provide differentiated instructional techniques for all students to include higher order thinking strategies and summarizing strategies.	Asst. Superintendent Teaching and Learning & Principals	Ongoing
			d. Use system prioritized curriculum, content maps, and common curriculum units to implement an effective and appropriate instructional program for all students.	Asst. Superintendent Teaching and Learning & Principals	Ongoing
			e. Use test preparatory materials and predictor assessments to identify students prior to the testing period to increase mastery of their grade level standards.	Principals	Ongoing
			f. Review, revise, and train staff on current RTI and SST procedures	Principals & Director of Prof. Learning, Curriculum Directors	Ongoing
2. To provide support for academic programs to increase rigor and mastery in academic areas. <b>ESEA GOAL:1,3,5 IDEA GOAL: 1,2,3</b>	Georgia Milestones Assessment System	90% Graduation Rate.	a. Use research-based professional learning using disaggregated test data and focusing on best practices	Director of Prof. Learning & Principals, Curriculum Directors	Annually
	Lesson plans, formal evaluations, informal evaluations, TKES		b. Monitor teacher implementation of the state adopted standards	Principals & Directors	Ongoing
	Other system benchmarks		c. Strategies to increase student engagement	Parent Coordinator, Principals, & Fed. Programs Director	Annually
			d. Utilize a class size reduction model to support and enhance student achievement.	Principals & Directors	Ongoing
			e. Provide transition activities between elementary, middle, and high school through scheduled transition team meetings, vertical team meetings, parent informational meetings, and teacher exchanges.	Curriculum Directors and Principals	Ongoing
			f. Use collaborative planning times at elementary, middle, and high school levels to monitor the implementation of the district curriculum, monitor student progress, and make necessary programmatic changes based on current data	Directors and Principals	Ongoing
3. To increase the percentage of students not requiring remediation or learning support at post-secondary institutions. <b>ESEA GOAL: 1,5</b>	College Board SAT Report	LHS SAT Score Reports	a. Adequately prepare students for Accuplacer/Compass exams	Directors and Principals	Ongoing
	Increased SAT scores	LHS ACT scores	b. Counsel students and provide interventions using prior academic data in preparing for the SAT and/or ACT	HS principal & 6-12 Curriculum Director	Annually
4. Increase percentage of SWD, Migrant, Homeless, N&D and ELL students meeting required performance levels on state mandated tests, . GHSGT, EOCT, ACCESS, GKIDS,GWT <b>ESEA GOALS: 1,2,5 IDEA GOALS: 1,3,4</b>	Georgia Milestones Assessment System	Ten percentage points above the Level 3 and Level 4 state averages.	a. Analyze - Disaggregate test data to identify individual students and subgroups not meeting state criteria Additional tutoring for migrant students. Homeless: sensitivity awareness training for school personnel, provide basic social services, facilitate transportation, school meals. N&D: after school tutoring at residence, provide school supplies as needed. ESOL review student plans and revise as needed	Federal Programs Director, Special Education Director, & Principals	Annually
			b. Analyze test data to identify academic areas of strength and weakness by grade levels and subject areas.	Federal Programs Director, Special Education Director, & Principals	Annually
			c. Utilize tutorial services specifically designed for students and their identified needs. (Title I, EIP, ESOL, Explicit Reading Programs, Migrant Tutorial programs)	Curriculum Directors, Federal Programs Director, & Principals	Ongoing

I. Teaching and Learning

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			d. Utilize special education Coordinators, Psychologists, teachers to design individual student education plans as needed for migrant, ell, homeless, N and D.	Special Education Director, Curriculum Directors, Federal Programs Director	Ongoing
			e. Provide professional learning in the areas of differentiation, ELL strategies, strategies for at-risk students, migrant, homeless	Curriculum Directors, Director of Fed. Programs, & Principals	Ongoing
			f. Increase SWD regular education instructional time through inclusion and collaborative models.	Special Education Director and Principals	Ongoing
5. Implement appropriate professional learning activities ESEA GOALS: 1,2,5 IDEA GOALS: 1,3,4	Analysis of data	Provide appropriate professional learning	a. Review test data to determine appropriate professional learning activities by student exceptionality and academic area.	Special Education Director	Annually
			b. Provide professional learning in RTI, SST, and 504 processes and procedures.	Special Education Director, Curriculum Directors, Federal Programs Director	Annually
			c. Utilize annual Needs Assessment to determine professional learning needs. Provide support to obtain 100% HQ	Assistant Superintendent for Teaching & Learning, Curriculum Directors	Ongoing
			d. Provide teacher and administrator training on interpretation of test data		Ongoing
6. Increase attendance of all students	Attendance Reports	Decrease % of students absent 15> days	a. Review student attendance reports of identified at-risk students for excessive absences. Counselor interventions as needed	Attendance Officer, Director Student Support Services, Special Education Director, & Principals	Ongoing
			b. Monitor Out of School Suspension assignments to SWD to address disproportionality		Ongoing
			c. Implement student recognition and incentive programs regarding attendance.		Ongoing
			d. Provide adequate information to parents regarding student absences utilizing phone messages, letters, system attendance officer, and/or parent meetings.		Ongoing
			e. Utilize attendance protocol.		Ongoing
7. Increase graduation rate of SWD, Migrant, Homeless, N & D and ELL students ESEA GOALS: 1,2,3 IDEA GOAL:1	Graduation Rate	Increase 2%	a. Identify students at-risk for not meeting graduation requirements and develop individual student education plans.	Curriculum Directors, Federal Programs Director, Special Education Director, & Principals	Ongoing
			b. Utilize counselors and designated teachers and administrators to monitor student progress, design individual student education plans and conference with students, teachers and parents.		Ongoing
			c. Utilize tutorial classes for students not meeting requirements of academic classes and Georgia High School Graduation Tests		Ongoing
8. Improve services for young children with disabilities (3-5) ESEA GOAL:1 IDEA GOAL:3,4	Schedules and rosters	Increase available services	a. Provide pre-k inclusion classes.	Special Education Director and Principals	Ongoing
			b. Vary pre-k schedules to meet individual needs	Special Education Director	Ongoing
			c. Provide consultative services in day care facilities and schools.	Special Education Director	Ongoing
9. Identify and provide appropriate services to homeless	Homeless surveys	increase available services	a. Professional development regarding EHCY	Director of Student Services & Homeless Liaison	Ongoing

II. Student

Continuous Improvement and Implementation Plan - System Goal I			To attain high academic achievement/success for all students ESEA goals 1,2,3,4, 5 IDEA goals 1,2,3,4			
Performance Area Objectives	Performance Measures	Performance Targets	Performance Strategies		Person Responsible	Performance Timeline
			b.	Services provided per individual needs	Director of Student Services & Homeless Liaison	Ongoing
			c.	Homeless liaison to assist families	Director of Student Services & Homeless Liaison	Ongoing
			a.	Tutoring, liaison to assist families	Director of Federal Programs	Ongoing
10. Identify and provide appropriate services to migrant population	Occupational survey	log of services	a.	Tutoring, liaison to assist families	Director of Federal Programs	Ongoing
11. Accelerate academic achievement of all students through effective use of technology <b>ESEA GOAL:1</b>	Collection and monthly review of charts, maps, and reports	Implementation	a.	Use integrated learning systems (Waterford, Georgia Online Assessment System, iStation, etc.) to identify weaknesses, reinforce essential skills, and accelerate student achievement	Director of Technology, Principals, & Curriculum Directors	Ongoing
12. Improve students' ability to evaluate, locate, and use information effectively using technology <b>ESEA GOAL:1</b>	Student products	Implementation	a.	Promote increased use of quality content rich Internet resources for student academic needs	Director of Technology	Ongoing
	Teacher lessons	Creation of a scope and sequence for technology literacy skills for K-12.  Creation of a wiki or Google site listing best practices and strategies as a teacher resource.	a.	With Teaching and Learning staff, selected teachers, academic coaches, media specialists, and instructional technology specialists, developing a sequence and identifying resources and model lessons for the application of the state approved standards technology literacy skills by students.	Director of Technology & Curriculum Directors	Ongoing
	Student products	Implementation	b.	Continue resource alignment project in all media centers to update and enhance collections	Director of Information	Ongoing
	Student products	observations and self assessments	c.	Provide assistance and instruction on technology applications and integration to teachers for use in the classroom	Director of Technology	Ongoing
13. Assure access for all students and teachers to modern technologies	Needs Assessment/ State Technology Inventory	5 year cycle	a.	Provide mobile laptop and tablet labs to promote student use to research and create projects	Director of Technology	Ongoing
	100% student training annually	School documentation of training	b.	Provide each student with consistent instruction on online/digital safety, including appropriate behavior on social networking and chat room web sites, as well as the dangers of cyber bullying.	Director of Technology / Principals	Ongoing
			c.	Implement 21st Century Model Classrooms to promote integration of technology into instruction and learning.	Director of Technology	Ongoing
14. To work in partnership with faculty, staff, and administration to provide technology at all levels	Needs Assessment/ State Technology Inventory	5 year cycle	a.	Maintain system rotation for replacing existing computers on a 5 - year cycle, as possible within budget restrictions	Director of Technology	Ongoing
	Needs Assessment/ State Technology Inventory	5 year cycle	b.	Provide dedicated laptop with docking station and monitor for each certified teacher, counselor, and administrator	Director of Technology	Ongoing
	Wayfind Assessment Reports	Participation logs	c.	Provide online technology training modules as a component of professional development	Director of Technology	Ongoing
15. To identify, recruit, train and retain highly qualified staff <b>ESEA GOAL: 3</b>	Surveys and Employment records	100% Highly Qualified teaching staff	a.	Work in partnership with administrators, faculty, staff, and shareholders to recruit highly qualified teachers and employees	Director of Human Resources	Ongoing
			b.	Increase recruitment at institutions having significant student populations reflective of our student population		

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V. Human Resources			Targeted recruitment institutions: Alabama State University Albany State University Armstrong–Atlantic State University (Savannah State University) Bethune-Cookman College Edward Waters College Florida A&M University c. Georgia Southern University Jacksonville State University Kennesaw State University Troy University University of Georgia University of South Alabama Valdosta State University	Director of Human Resources	Ongoing
			d. Utilize recruitment teams comprised of the Superintendent, Assistant Superintendents, Executive Director of Human Resources, and administrators.	Director of Human Resources	Ongoing
			e. Provide information for individuals interested in pursuing the teaching profession. Focus will be on persons who have not completed an approved teacher preparation program but who want to teach.	Director of Human Resources	Ongoing
			f. Conduct local recruitment fair serving as an opportunity for applicants to receive additional information about our system and to meet various administrators. The timing of this event will depend on the identification of vacancies.	Director of Human Resources	Ongoing
			g. Host or attend the annual career day sponsored by the South Georgia Personnel Consortium.	Director of Human Resources	Ongoing
			h. Vacant positions will be posted on the system website in a timely manner. Notices will also be mailed to colleges and universities announcing the vacancies and providing guidance for making application for employment.	Director of Human Resources	Ongoing
			i. Provide incentive package that will be offered to candidates selected for employment.	Director of Human Resources	Ongoing
			j. All new employees will participate in a comprehensive New Employee Orientation conducted by the Human Resources Department.	Director of Human Resources	Ongoing
			k. All new employees will participate in the Supporting, Educating, Encouraging and Demonstrating for Success (SEEDS) program designed to: 1) Provide new educators with opportunities to become familiar with the system’s culture, resources and support services. 2) Provide new educators with the information they need to be successful in the delivery of the curriculum and related instructional programs. 3)Provide a network and support system for new teachers.	Director of Human Resources	Ongoing
			l. Align salaries with the most currently available state standards or state averages adjusted for the cost of living index for all employee groups within the District.	Director of Human Resources - Assistant Superintendent	Ongoing
			m. Implement best practices, job-specific training programs.	Executive Director of Human Resources	Ongoing
			n. Train administrators regarding HQ requirements	Director of Human Resources/Federal Programs Director	Ongoing
			o. Use Title II funds to enable non-HQ teachers to complete appropriate test.(offered 1 time only) Develop individual plans for non-HQ to meet requirements Remediation plans are devised for all teachers non HQ and non renewable certificates.	Human Resources/ Principal/Federal Programs Director	Yearly

Continuous Improvement and Implementation Plan System GOAL II			To achieve superior organizational effectiveness. ESEA GOALS: 1,2,3,4,5 IDEA GOALS: 1,3,4			
Performance Area Objectives	Performance Measures	Performance Targets		Performance Strategies	Person Responsible	Performance Timeline
3. Facilitate regular communication with Special Education Administrators <b>IDEA GOAL:4</b>	Sign in sheets minutes of meetings	90% positive surveys	a.	Schedule regular meetings with Special Education Assistant Principals, Special Education Coordinators, and others as necessary to communicate information, determine concerns, and address issues	Special Ed Director	Monthly
	4. Facilitate on-going communication with parents of migrant students <b>ESEA GOAL:2</b>	Sign in sheets minutes of meetings	PAC Meeting - minimum of three meetings per year	a.	Meet a minimum of three times yearly with migrant parents to review/resolve issues and concerns and to share pertinent information	Federal Programs Director
	Provided as needed	Appropriate documents translated	b.	Provide school documents in native language when possible	Ongoing	
5. Ensure administrative use of technology	Surveys	100% participation	a.	Provide teachers with classroom access to student information	Director of Information, Accountability, and Research	Ongoing
	Needs Assessment	100% participation	b.	Provide online grading system accessible over the Internet by teachers and parents.	Director of Technology Director of Information, Accountability, and Research	Ongoing
6. To adopt more efficient administrative uses of technology	Quarterly review	100%	a.	Effectively use spreadsheets, word processing, and presentation software with the implementation of the Statewide Longitudinal Data System (SLDS) to analyze and disaggregate test data	Director of Technology Director of Information, Accountability, and Research	Ongoing
		100%	b.	Development of school administrators websites or wikis demonstrating use of calendars, web forms and/or blogs to distribute and collect information	Director of Technology	Ongoing
7. Facilitate communication within the school system, with parents and the general community <b>ESEA GOAL: 1,4,5 IDEA GOAL: 1,3,4</b>	Annual report of usage	positive feedback on surveys	a.	Improve and maintain automated messaging system	Director of Technology	Ongoing
	Ongoing reviews	100% participation	b.	Teachers will maintain current class websites using system-provided tools	Director of Technology & Principals	Ongoing
	Program activity reports	current information available	c.	Improve and maintain a system web site in coordination with other departments and the school community media relations coordinator	Director of Technology	Ongoing
	Survey	100%	d.	Participate in technology-related presentations at the school, system, and community levels promoting the use of technology	Director of Technology & Principals	Ongoing
8. To utilize technology for enhancing professional development and supporting the professional growth of all faculty and staff <b>ESEA GOAL: 1,2,3,5 IDEA GOAL: 3</b>	Needs Assessment	Training Reports / Wayfind Assessment results	a.	Provide teachers with prescriptive online technology coursework,webinars on current topics, and face-to-face training tied to ISTE NETS-T standards.	Director of Technology	Ongoing
	Needs Assessment	participation logs	b.	Provide opportunities for courses and conferences on integrating technology into instruction based on annual System Needs Assessment	Director of Technology	Ongoing
9. To establish among school leadership uniform expectations for integration of technology into instruction.	Wayfind Teacher Admin Assessments	All teachers admin proficient or advanced (Wayfind 300+)	a.	Training of all school leadership on ISTE NETS-T levels by system technology staff and consultant.	Director of Technology	Ongoing

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Performance Area Objectives	Performance Measures	Performance Targets		Performance Strategies	Person Responsible	Performance Timeline	
10. Provide technology infrastructure and equipment that is up-to-date and sufficient to accomplish the system's goals	Analysis Reports	Implementation	a.	Monitor bandwidth usage on the frame relay network and adjust as needed to support instructional, student information system, fund accounting, and human resources software needs.	Director of Technology	Ongoing	
	Needs Assessment	100%	b.	Continue to upgrade frame relay network to higher capacity WAN	Director of Technology	Ongoing	
	11. To establish, maintain, and support the network infrastructure	Technology inventory	100%	c.	Upgrade LAN switches to layer 3 or current technology	Director of Technology	Ongoing
		Needs Assessment	100%	d.	Implement and maintain wireless network technology where feasible throughout the system	Director of Technology	Ongoing
		Needs Assessment	100%	e.	Upgrade and consolidate servers and implement local site mail services	Director of Technology	Ongoing
		Needs Assessment	100%	f.	Maintain and improve network reliability and speed within the schools	Director of Technology	Ongoing
12. Develop and implement an Equity Plan for Teacher Placement ESEA GOAL: 1,3 IDEA GOAL: 3,4	Employment records	Implementation	a.	Review requirements set forth by ESEA/Title II Use of class size reduction teachers	Director of Human Resources	Annually	
	Administrative record	Completed plan	b.	Review yearly equity report to assure compliance	Human Resources, Principals, & Federal Programs Director	Annually	
	Participation and administrative records	100%	c.	Principals sign yearly assurance of equity for individual schools	Human Resources, Principals, & Federal Programs Director	Annually	
13. Engage in long-range financial planning that results in maximizing student achievement while maintaining the financial stability of the school system and annually budget sufficient resources to support its educational programs and to implement its plans for improvement ESEA GOAL: 1,3,4,5	Collection and monthly review of charts, maps, and reports	100%	a.	Provide financial information, including financial statements and intermediate reports, which will be meaningful, easily understood, and accountable for the financial operations of program specific enterprise.	Assistant Superintendent for Finance	Ongoing	
	Needs Assessment - Financial reporting	100%	b.	Assist in identifying needs that are relevant to sound fiscal management of specific programs and work cooperatively with all shareholders to improve resource allocation with the greatest impact on teaching and learning.	Assistant Superintendent for Finance	Ongoing	
	Collection and monthly review of charts, maps, and reports	Implementation	c.	Conduct periodic evaluation of financial performance by working in partnership with system personnel to reach budgetary expectations in the wake of implementation and change.	Assistant Superintendent for Finance	Ongoing	
	Survey	Implementation	d.	Provide budgeting workshops for principals, other school level administrators and staff, and system administrators	Assistant Superintendent	Ongoing	
14. To work in partnership with administrators, faculty, staff, and shareholders to fiscally operate efficiently and accurately and provide timely, accurate, and reliable financial information	Analysis Report	100%	e.	Monitor, in partnership with system personnel, the execution of program specific goals and objectives for fiscal and operational compliance at the local, state, and federal levels.	Assistant Superintendent	Ongoing	
	Needs Assessment	100%	f.	Involve system administrators in identifying and prioritizing needs of the system	Assistant Superintendent	Ongoing	
	Analysis Report	Implementation	g.	Utilize all available funding sources to fund the priorities of the system	Assistant Superintendent	Ongoing	
	Financial Reports	100%	h.	Establish and maintain an optimal year-end fund equity balance	Assistant Superintendent	Ongoing	
15. To maintain and improve the professional operation of system financial resources	Survey, Needs Assessment, Collection and monthly review of charts, maps, and reports, Performance Indicators, Analysis reports, Management Reports, Audit Reports	100%	a.	Provide a professional financial staff with the expertise to meet the needs of system personnel and fiscal management.	Assistant Superintendent	Ongoing	
			b.	Empower finance staff in the day-to-day operation of business services and fiscal operations with professionalism, customer service, and effectiveness being the cornerstones of operational empowerment.	Assistant Superintendent	Ongoing	
			c.	Conduct operations whereas the business services and financial staff will provide timely, efficient, and effective service and support to system personnel, internal, and external clientele.	Assistant Superintendent	Ongoing	

Continuous Improvement and Implementation Plan System GOAL II				To achieve superior organizational effectiveness. ESEA GOALS: 1,2,3,4,5 IDEA GOALS: 1,3,4		
Performance Area Objectives	Performance Measures	Performance Targets		Performance Strategies	Person Responsible	Performance Timeline
VI. Finance			d.	Manage the financial operations of the system while adhering to requests and requirements beyond the fiscal responsibilities with teaching and learning as the primary function of all commissions.	Assistant Superintendent	Ongoing
			e.	Implement and support improvements, such as budget and accounting practices, to support system mission, financial, and administrative goals and objectives	Assistant Superintendent	Ongoing
			f.	Expand the utilization of the financial software, MUNIS, for organizational impact for efficiency and effectiveness	Assistant Superintendent	Ongoing
			g.	Promote decision making through problem solving by leading system personnel in identifying potential or specific problems, developing workable solutions, making recommendations of action based on determination of impact and implications of the problem, solution, and recommendation	Assistant Superintendent	Ongoing
16. To ensure that all financial transactions are safeguarded through proper budgetary procedures and audited accounting measures	Analysis	100%	a.	Demonstrate that financial transactions are safeguarded through budget approval by the Board and accepted by the public, expenditures being approved by the appropriate chain of command and the implementation of internal controls supporting the accounting process.	Assistant Superintendent	Ongoing
	Analysis of report results of independent auditors	100%	b.	Annual Single Audits performed by the Georgia Department of Audits or private accounting firm in accordance with auditing standards generally accepted and the standards applicable to financial audits contained in Government Auditing Standards.	Assistant Superintendent	Ongoing
17. To ensure and implement budgetary and auditing procedures	Analysis of report results of independent auditors	100%	c.	Review and address audit issued Lowndes County BOE Reports on the Basic Financial Statements and Supplementary Information-Schedule of Expenditures of Federal Awards, Reports on Internal Control Over Financial Reporting and On Compliance with Other Matters Based on an Audit of Financial Statements Performed in Accordance with Government Auditing Standards, and Reports on Compliance with the Requirements Applicable to Each Major Program and on Internal Control Over Compliance in Accordance with OMB Circular A-133.	Assistant Superintendent	Ongoing
	Analysis of report results of independent auditors	100%	d.	Annual independent engagements performed on the Principal's School Activity Accounts conduct in accordance with attestation standards established by the American Institute of Certified Public Accountants, from information management provides, certain agreed-upon procedures related to each school's Internal Account for each fiscal year end.	Assistant Superintendent	Ongoing
18. Delivers measurable, sustainable production over time while improving business services and system performance	Survey, Needs Assessment, Collection and monthly review of charts, maps, and reports, Performance Indicators, Analysis, Management and Audit Reports		a.	Identify, prioritize and schedule the various activities associated with the day-to-day operations of fiscal management and work toward 100 percent efficiency in meeting the provisions of the schedule.	Assistant Superintendent	Ongoing
		100%	b.	Enhance the fiscal operations completion rating through empowerment and teamwork in partnership with all system personnel to maintain a "time ahead of schedule" mode of operation.	Assistant Superintendent	Ongoing
19. To manage time and cost more efficiently, effectively, and resourcefully			a.	Document, analyze, and improve operations in completing specific activities in a more timely manner with emphasis on accuracy and current information accessible at any given time interval.	Assistant Superintendent	Ongoing
			b.	Manage the operational work required to complete tasks and monitor progress day by day to meet scheduled completion requirements.	Assistant Superintendent	Ongoing
			c.	Ensure that underestimated costs are identified in a timely manner and are addressed through the budget process in partnership with system personnel.	Assistant Superintendent	Ongoing
			d.	Assist in the control of changes in the system budget and operations.	Assistant Superintendent	Ongoing
			e.	Continue amendment of budget revenues and expenditures to embrace a timely process when dictated by change with the amendment timeline being within 3 days of receipt.	Assistant Superintendent	Ongoing
			f.	Provide detail, justification, and all other data relevant to budget amendments, revenue and expenditure increases/decreases, and operational changes and relay information to all relevant stakeholders.	Assistant Superintendent	Ongoing



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20. To upgrade and improve the safety, functionality and appearance of existing facilities and determine the need for additional facilities <b>ESEA GOAL: 4</b>	Approval of facility plan by Board of Education and Georgia Department of Education	State DOE Approval	a.	Review, update and renew five-year facility plan to determine facility needs	Director of Facilities, Superintendent, and Board of Education	Ongoing
		Completion of new and replacement schools	b.	Monthly updates and quarterly review and prioritization of facility needs.	Director of Maintenance & Operations, Superintendent, and Board of Education	Ongoing
21. To maximize use of funding sources for facilities	Collection and monthly review of data and reports	Quality product completed within budget	a.	Prioritize projects and timing of construction in five-year plan to take maximum advantage of Capital Outlay Funds	Director of Maint. & Operations	Ongoing
			b.	Coordinate proposed projects with regional GDOE facilities consultant to take best advantage of available funds sources	Director of Mainte. & Operations	Ongoing
	Quarterly or as-needed reports completed on time	c.	Prepare reports of current SPLOST dollars spent and perform, conduct annual Performance Review Audits, and communicate state of SPLOST planning and implementation to all stakeholders at large	Director of Mainte. & Operations	Ongoing	
		d.	Maintain an active relationship with municipal and county entities to ensure cooperation in relation to zoning issues, roads, utilities and traffic problems	Director of Mainte. & Operations	Ongoing	
	Periodic and as needed collaboration with school system officials and municipal entities and a review of relationships	e.	Develop and utilize computerized management applications to document status of facilities and space utilization with growth needs	Director of Mainte. & Operations	Ongoing	
	Collection and monthly review of data and reports	f.	Evaluate facility needs to accommodate academic and administrative demands	Executive Director of Facilities & Operations	Ongoing	
22. To utilize multi-functional planning and implementation to maintain and improve sites, facilities, and equipment <b>ESEA GOAL: 4</b>	Needs Assessment	Completion and Implementation	a.	Utilize the annual Needs Assessment data to prioritize school and site needs for the next fiscal year.	Director of Facilities & Maint.	Ongoing
	Meeting Minutes	Meetings held as scheduled	b.	Custodial meetings held monthly between the system coordinator and school head custodians	Director of Facilities and Maint.	Ongoing
	Survey Data	Completion	c.	Review annual survey results of faculty and staff for the purpose of gauging areas of strengths and needs improvement	Director of Facilities & Maint.	Ongoing
	Collection and monthly review of data and reports	All work completed as scheduled	d.	Utilize ongoing improvement process to determine summer work program plan for improvements and maintenance in conjunction with biannual project cleaning	Director of Facilities & Maint.	Ongoing
e.			Utilize state of the art equipment as the system's standard during renovation or construction of new facilities	Director of Facilities & Maint.	Ongoing	
23. To maintain a quality school nutrition program through promotion, participation, and quality assurance.	Collection and monthly review of data and reports	100% of standards met	a.	Incorporate new nutritional values and standards while providing a quality breakfast and lunch daily for all students	Director of School Nutrition	Ongoing
		Average score of 90% on survey data	b.	Improve participation through promotion and plan implementation	Director of School Nutrition	Ongoing
	CCGPS - Units - Instruction	90%	c.	Plan and implement joint nutrition and wellness activities utilizing CCGPS standards	Director of School Nutrition & Principals	Ongoing
24. To provide a safe and efficient transportation system <b>ESEA GOAL: 4</b>	Range Evaluations and CDL Issuance	100% of trainees obtain CDL	a.	All drivers will complete range and CDL driving requirements	Director of Transportation	Ongoing
	Collection and monthly review of data and reports	Reduction of incidents and no chargeable accidents	b.	Record, track, and analyze the number of miles traveled, incidents, accidents, delivery, and bus driver retention data seeking continuous improvement	Director of Transportation	Ongoing
	Monitor recruitment and retention statistics	Retain greater than 95% of drivers	c.	Develop and implement a bus driver recruitment and retention plan	Director of Transportation	Ongoing

VII. Facilities and Operations

Continuous Improvement and Implementation Plan System GOAL II			County School System Continuous Improvement and Implementation Plan			2,3,4,5 IDEA2
Performance Area Objectives	Performance Measures	Performance Targets		Performance Strategies	Person Responsible	Performance Timeline
	Number of administrators trained	Implementation Completion	d.	Coordinate change over to and training for new digital video monitoring system	Director of Transportation	Ongoing
			e.	Continue implementation of purchasing of new and retrofitting late model busses with air conditioning	Director of Transportation	Ongoing
			f.	Continue to work with schools to coordinate and improve student and teacher relations, and general transportation components associated with educating and transporting students in a safe, orderly environment	Director of Transportation	Ongoing

Continuous Improvement and Implementation Plan - System Goal III			To maximize stakeholder satisfaction and support. ESEA GOALS: 1,2,3,4,5 IDEA GOALS: 1,2,3,4			
Performance Area Objectives	Performance Measures	Performance Targets	Performance Strategies	Person Responsible	Performance Timeline	
II. Student Support Services	1. Facilitate regular communication with Special Education Administrators <b>IDEA GOAL: 4</b>	Participation, agenda, attendance roster	Positive staff survey response	a. Meet monthly with Sped Assistant Principals, Sped Coordinators and GADOE District liaison to communicate information, determine concerns, and address issues. Quarterly meetings with GLRS and GNETS	Special Education Director	Monthly
	2. Facilitate on-going communication with parents of migrant students, ELL, Homeless, Title I, pre-k and SWD <b>ESEA GOAL: 1,2,5 IDEA GOAL: 1,2,3,4</b>	Communication documentation	PAC Meeting ( minimum of two meetings per year) PAT meetings, PTO, IEP meetings, newsletters	a. Meet with parents to establish issues and concerns and to share pertinent information	Principals, Federal Programs Director	Ongoing
Documents translated as needed			b. Provide school documents in native language when possible	Principals, Federal Programs Director	Ongoing	
IV. Public Relations	3. Enhance and maintain effective , useful, and meaningful communication between schools, home, and community <b>ESEA GOALS: 1,2,4,5</b>	Updated and current website and other communication tools to reach stakeholders in multiple media formats.	Increase number of users (website hits, app downloads, and social media followers)	a. Enhance system and school websites to improve visual appeal, ease of use, and availability of information; implement system app for mobile devices, maintain system presence on social networks.	Director of Technology and Director of Public Relations	Ongoing
			Evaluations 90% positive, addressing needs of teachers	b. Collaborate with Professional Learning to provide information and professional learning opportunities to staff on effective communication.	Director of Professional Learning	Ongoing
			Positive surveys	c. Utilize various communication tools to inform parents and employees of upcoming school events, emergencies, etc.	Director of Public Relations	Ongoing
			Over 90% active participation & positive meaningful outcomes of meetings	d. Increase effectiveness of and participation in System-wide Advisory Committees (Faculty Advisors, Public Relations, Superintendent Advisory, Special Education Advisory, etc)	Superintendent	Ongoing
			All schools and CO personnel submit and use comprehensive and up to date calendar.	e. Utilize a system-wide master calendar and update stakeholders on events	Director of Public Relations & Superintendent	Ongoing
			Staff will update once weekly	f. Effectively utilize system web based program for grades and attendance	Director of Public Relations & Superintendent	Ongoing
			Increase parent participation by 10%			Ongoing
			Audience response to survey	g. School newsletters, Viking Futures, system web pages, parent conferences	Director of Public Relations, Principals, & Superintendent	Ongoing
				h. Utilize automatic phone call system as needed for general information and emergencies		Ongoing
			4. Provide opportunities for partnerships and involvement and communicate those opportunities <b>ESEA GOALS: 1,2,4,5 IDEA GOALS: 1,2,3,4</b>	Log/record of meetings	Attendance and positive outcomes of meetings, surveys	a. Collaborate with local agencies such as Department of Family & Children Services, Babies Can't Wait, Lowndes Drug Action Council, Chamber of Commerce, Valdosta State University, Valdosta Technical College, PAT, PTO, and PAC
Public Relations Annual Report	Report of Committee	b. Review and expand partnerships and activities to assess effectiveness and enhance effective partnerships such as Community Partners in Education		Director of Public Relations	Ongoing	
Survey	Parent & community results on survey in area of partnership and input increase 5%.	c. Create & distribute a list of stakeholder opportunities for parent and community involvement in schools/CPIE.		Director of Public Relations principals	Annually during back-to school	

Continuous Improvement and Implementation Plan - System Goal III			To maximize stakeholder satisfaction and support. ESEA GOALS: 1,2,3,4,5 IDEA GOALS: 1,2,3,4			
Performance Area Objectives	Performance Measures	Performance Targets	Performance Strategies	Person Responsible	Performance Timeline	
5. Present positive image of Lowndes County Schools	Parent and Community Survey, Number of positive media stories presented to public	Increase overall satisfaction rating on staff and parent survey 5%	a. Promote positive newspaper and radio coverage of system	Director of Public Relations	Ongoing	
		An average of once a week have a positive news release published or produced in the media	b. Identify and utilize effective external media sources to enhance positive communication (Radio, television, Newspaper)	Director of Public Relations	Ongoing	
		90% communication satisfaction rating	c. Utilize internal media to enhance positive communication (Examples: Balanced Scorecard, Report Card, Annual Report, Welcome Packet)	Director of Public Relations	Ongoing	
6. Provide administrative support for the Lowndes County School System staff	Update the school system staff website and employee handbook	meetings scheduled at each facility	a. Enhance internal communication between the HR Department and school-based employees through a minimum of one informational meeting at each facility during the school year	Director of Human Resources	Ongoing	
		Implementation	b. Post HR related information on the enhanced system website	Director of Human Resources	Ongoing	
		Completed handbook	c. Develop Employee Handbooks for certified and classified employees	Director of Human Resources	Ongoing	
7. To identify, recruit, train and retain HQ staff	Employee handbook and records	100% HQ	a. Work in partnership with administrators, faculty and staff and stakeholders to identify and recruit HQ employees. Utilize recruitment teams to visit colleges	Human Resources	Ongoing	
			b. Conduct recruitment fairs. Post vacancies on the system website.	Human Resources	Ongoing	
			c. Orientation for new employees. . All new employees participate in Supporting, Educating, Encouraging and Demonstrating Success (SEEDS) program. Provide new employees opportunities to learn about the system culture, resources and support. Provide information regarding curriculum delivery. Provide a network and support system for new teachers.	Human Resources	Ongoing	
			d. Implement best practices, job specific training programs.	Human Resources	Ongoing	
			e. Conduct administrators' training regarding HQ requirements	Human Resources & Federal Programs Director	Ongoing	
			f. Use Title II funds to enable non HQ personnel to complete appropriate test to become HQ. (one time only). Develop individual plans to meet HQ requirements. Provide mentors for personnel. Remediation plans are devised with input from HR, principals and teachers to attain HQ status.	Human Resources & Federal Programs Director	Ongoing	

V. Human Resources