

# Ben Hill County Schools

## Strategic Plan

2022-2027



Dawn Clements, Interim Superintendent

# Ben Hill County School System



## Our Community

The Ben Hill County School System is located in South Central Georgia, in Fitzgerald, Georgia in Ben Hill County. The county seat and the only incorporated city in the county is Fitzgerald. Ben Hill County was created in 1906 from Irwin and Wilcox counties, and was named for Benjamin Harvey Hill, U.S. Senator from Georgia. Fitzgerald was established in 1895 as a community for Civil War Veterans from both the North and South by Philander H. Fitzgerald, an editor with an Indianapolis newspaper. The school in that colony was one of the first in the state to provide free textbooks to students.

According to the most recent United States Census data, the estimated population of Ben Hill County is 16,889 (2020). Most residents are employed in manufacturing with health care and social assistance, retail services and educational services next in the number of people employed. Wiregrass Technical College is in the south end of the county and offers several educational opportunities to residents.



The Ben Hill County School System currently includes a High School, Middle School (opened in 1995), Elementary School (opened in 2010), Primary School (opened in 1995), and Pre-K (opened in 2016). Each School is housed in its own building. The School System expects to open a new High School, Fitzgerald High School College and Career Academy, in the fall of 2022. At that time, the existing High School will be closed.

## Our Schools :

**Fitzgerald High School College and Career Academy (FHSCCA) Student Population 867**

**Ben Hill County Middle School (BHM) Student Population 691**

**Ben Hill County Elementary School (BHE) Student Population 600**

**Ben Hill County Primary School (BHP) Student Population 662**

**Ben Hill County Pre-K (BHPK) Student Population 218**

# Ben Hill County School System



## Student Statistics

Total Student Population

3,038

Ethnic Distribution of Students

**Asian** 10

**Hispanic** 366

**American Indian** 1

**Multi-Racial** 101

**Black** 1324

**White** 1236



**Grow** your mind.  
**Grow** your life.

*Success Begins at Ben Hill County Schools*

## Staff Statistics

Number of **Certified Staff** 292

**Administrative Staff** 48

Teachers and Administrators with **Advanced Degrees**

**Masters** 74

**Specialists** 65

**Doctorate** 6

# **Ben Hill County School System**

## **Strategic Planning Process**

### **The Planning Team and the Planning Process**

The planning for the Ben Hill County School System's Strategic Plan began in March 2022 when the Board adopted the Strategic Planning Structure and Process. On March 7, 2022, the Ben Hill County School System Board of Education received an orientation to the Strategic Planning Process and how it aligned with the state school board standards. Also on March 7, 2022, the Super Team received an orientation to the Strategic Planning Process that also included how the process aligned with the AdvancED/COGNIA standards. Four target areas were identified as aligning with the system's highest impact areas for improvement. Those areas were: 1) Leadership Capacity, 2) Learning Capacity, 3) Resource Capacity and 4) College and Career Readiness Capacity.

The Super Team consisted of 40 members. Each member of the Super Team served on one of the 4 target area teams. The Super Team met as a whole on March 7 to receive an orientation and begin the process and again on May 24 to review each target area's goals, objectives and action steps of the draft Strategic Plan and come to consensus. During the May 24<sup>th</sup> meeting, the Super Team also considered the School System's Vision, Mission and Belief Statements and made the determination to keep the ones currently in place. Super Team members included stakeholders that represented each school, the district office, parents, and community members. The four target area teams met a total of 14 times to address their area of the plan.

Throughout the Strategic Planning Process, the team members reported to and received input from their various stakeholder groups through face-to-face, emails, school meetings and review of the draft documents. At each Target Area meeting, that input was shared and considered as decisions were made.

### **Consideration of Data and Identification of Need**

For their goal setting sessions, the four target area teams were asked to consider any available data (system and school improvement plans, previous Strategic Plan, previous report of AdvancED visit, state and local student data, community and staff surveys, etc.). Team members also considered stakeholder input and feedback from their constituents. The teams used these data to identify areas for growth, to determine goals, set measurable objectives, and to decide which action steps would need to be taken to achieve the goals.

### **Development of Goals, Objectives, and Action Steps**

After the four target area teams 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 a consensus includes 10 goals, 17 objectives and 65 action steps.

Action steps are scheduled over a five-year period (2022-2027) with most being initially implemented during the first two years. The measurable objectives and action steps are to be reviewed annually using the suggested means of evaluation. 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 apprised of the work, and feedback will be used when determining any revisions to the plan.

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

The Super Team considered Ben Hill County School System's vision, mission, and belief statements. The team made the decision to make no changes to the vision, mission, and belief statements.

# Ben Hill County School System



## **Mission**

Empowering all students for success

## **Vision**

One community committed to student success every day

## **Beliefs**

In Ben Hill County Schools, we believe. . .

- . . . Growth for all students is possible and expected
- . . . Success is achieved when all students reach their potential
- . . . Students deserve the best of all our efforts and resources
- . . . Respectful relationships among all stakeholders create a positive learning experience
- . . . Learning requires a commitment from all educators, students, parents, and other stakeholders
- . . . “Community” encompasses all of Ben Hill County: it’s schools, citizens, and resources
- . . . **All means all!**

# Ben Hill County School System

## Strategic Planning Process

### Super Team Members

#### Leadership Capacity

1. Haley Luckie, Chairperson RTI Specialist, BHE
2. David Ray Assistant Principal, BHP
3. Karen Peck 1<sup>st</sup> grade teacher, BHP
4. Ashley Faircloth Reading Intervention teacher, BHE
5. Selena Dawson Assistant Principal, BHM
6. Mary Claire Giddens Instructional Coach FHSCCA
7. Shawn Haralson Superintendent, Board Office
8. Dawn Clements COO Board Office
9. Christopher Swords 7<sup>th</sup> Grade Social Studies Teacher, BHM

#### Learning Capacity

1. Christopher Alexander, Chairperson RTI Specialist, FHSCCA
2. Melissa Rathburn Instructional Coach, BHP
3. Benita Reese 2<sup>nd</sup> grade Teacher, BHP
4. Keri Reese Kindergarten Teacher, BHP
5. Nicki Troupe 3<sup>rd</sup> grade Teacher, BHE
6. Laken Rogers Instructional Coach, BHE
7. Joi Kinnett 6<sup>th</sup> grade ELA Teacher, BHM
8. Misty Harrelson 8<sup>th</sup> grade Math Teacher, BHM
9. Sabitha Menon Math Teacher, FHSCCA
10. Lisa Stone Student Records, Board Office
11. Ben Webb Director Curriculum Instruction, Board Office

# Ben Hill County School System

## Strategic Planning Process

### Super Team Members (cont.)

#### Resource Capacity

1. Jason Kennedy, Chairperson Assistant Principal, BHE
2. Christina Mooney Special Education Compliance, BHP
3. Michelle Morris IT Coach, BHP
4. Zach Luckie Parent, Governance Team, BHE
5. Karen Kelly 7<sup>th</sup> grade ELA Sp. Ed. Teacher, BHM
6. John Hadden Social Studies Teacher, FHSCCA
7. Ashley Newell Maintenance, BHCS
8. Tracey Barnes Transportation, BHCS
9. Jenny McCranie Public Relations Coordinator, Board Office
10. Matt Smith Instructional Technology, BHCS
- 11 Brandelyn House Instructional Technology, BHCS

#### College and Career Readiness Capacity

1. Marcia Whitley, Chairperson 4<sup>th</sup> grade ELA/Math Enrich., BHE
2. Tyler Clements Parent, Governance Team, BHP
3. Anna Branch 5<sup>th</sup> grade Math Enrichment Teacher, BHE
4. Courtney Mills Parent, Governance Team, BHE
5. Michael Barnes Agriculture Teacher, BHM
6. Mark Turner Parent, Governance Team, BHM
7. Payton Dix CTAE Coordinator, FHSCCA
8. David Sims Principal, FHSCCA
9. David Carter Community Member, Governance FHSCCA
10. James Sirmans Director of Human Resources, Board Office



**Ben Hill County Charter School System  
Strategic Plan  
2022-2027**

<b>Strategic Goal Area 1</b>		Leadership Capacity			
<b>Specific Goal 1.1</b>		Improve Communication with all Stakeholders			
<b>Measurable Objective 1.1.1</b>		Increase Communication with Non-English Speaking Stakeholders			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
1.1.1.1	Create a committee including the migrant coordinator, ESOL teachers, bilingual staff, and leaders to determine best methods for communication with non-English speakers.	Sept. 1, 2022	N/A	Migrant Coordinator	Creation of Committee
1.1.1.2	Ensure any communication that goes home is accessible in the native language.	TBD by Committee	N/A	Committee	All district and school-wide communication is accessible in all students' native languages.

**Ben Hill County Charter School System  
Strategic Plan  
2022-2027**

<b>Strategic Goal Area 1</b>		Leadership Capacity			
<b>Specific Goal 1.1</b>		Improve Communication with all Stakeholders			
<b>Measurable Objective 1.1.2</b>		Increase Positive Communication			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
1.1.2.1	Each student’s parent/guardian will receive a positive contact from a teacher (as determined by each school) during the first and third quarters of each school year in order to establish positive relationships with families.	22-23 School Year, and annually	N/A	Administrators send reminders & follow up; Teachers make contact	Contact log in Infinite Campus
1.1.2.2	Pre-K-5 Schools will make their previously established weekly newsletters available digitally, as determined by each school, to improve communication about academics and other school-related activities.	January 1, 2023, and annually	N/A	Instructional Technology Coaches	Digital Weekly Newsletters
1.1.2.3	6-12 Schools will establish monthly communication about academics and other school-related activities.	23-24 School Year, and annually	N/A	Principal	Monthly communication
1.1.2.4	Create a committee to audit how teachers are using various technology platforms to communicate with parents in order to lessen teacher workload.	October 1, 2022	N/A	Instructional Technology Coach	Creation of committee

**Ben Hill County Charter School System  
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2022-2027**

<b>Strategic Goal Area 1</b>		Leadership Capacity			
<b>Specific Goal 1.1</b>		Improve Communication with all Stakeholders			
<b>Measurable Objective 1.1.3</b>		Improve District-Level Communication and Transparency			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
1.1.3.1	“Superintendent Bulleted List” will be a regular section in the <i>Hurricane Winds</i> called “Superintendent’s Highlights”.	September 1, 2022, and annually	N/A	Coordinator of Public and Parent Engagement	Monthly Publication
1.1.3.2	Make regular monthly communication about district activities, the <i>Hurricane Winds</i> , available on the district website and in the local newspaper.	September 1, 2022, and annually	N/A	Coordinator of Public and Parent Engagement	<i>Hurricane Herald</i> is available on website and in local paper
1.1.3.3	Create a committee to develop, implement, and evaluate a process for system leaders to effectively engage in two-way communication with various stakeholders to inform decisions.	September 1, 2022	N/A	Executive Directors	List of committee members
1.1.3.4	Plan by communication committee regarding development, implementation, and evaluation of two-way communication be completed and implemented.	September 1, 2023	N/A	Communication Committee	Report to Superintendent

**Ben Hill County Charter School System  
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<b>Strategic Goal Area 1</b>		Leadership Capacity			
<b>Specific Goal 1.2</b>		District-Wide Training and Professional Development			
<b>Measurable Objective 1.2.1</b>		Increase Involvement of School Board Members			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
1.2.1.1	Provide monthly Professional Learning (PL) opportunities for school board members regarding grading, Professional Learning Communities (PLC), Response to Intervention (RTI), and other related processes.	September 1, 2022, and annually	N/A	Curriculum Director	Monthly Board Meeting Agenda
1.2.1.2	Schools will regularly communicate opportunities for involvement to BOE members and board office personnel.	July 1, 2022, and annually	N/A	Principals	Event sign-in sheets Email communication

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<b>Strategic Goal Area 1</b>		Leadership Capacity			
<b>Specific Goal 1.2</b>		District-Wide Training and Professional Development			
<b>Measurable Objective 1.2.2</b>		Provide Support to Current and Aspiring Leaders			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
1.2.2.1	Implement a District PLC for school-level administrators.	July 1, 2022, and annually	N/A	Superintendent's designee	Monthly Agenda
1.2.2.2	Implement a Leadership Academy that will include training, resources, and mentors for nominated personnel.	July 1, 2023, and annually	N/A	Superintendent's designee	Creation of Academy

**Ben Hill County Charter School System  
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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.1</b>		Increase Student Achievement in All Subject Areas			
<b>Measurable Objective 2.1.1</b>		Meet Annual Growth in English, Language Arts (ELA) and Math			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.1.1.1	Using MAP assessment data, students will set English Language Arts (ELA) and Math achievement goals each year.	August 2022 and annually	N/A	Content ELA/Math Teachers, Instructional Coaches	MAP platform (NWEA) or documents of student goals
2.1.1.2	Convene a committee to determine protocols for digital student portfolios and how they will be monitored. The committee is to be made up of teachers, Instructional coaches and other school personnel as needed.	August 2022, and annually	System Funds	Director of Curriculum Instruction, Director of Technology, RTI Coordinator, Instructional Coach	Meeting Minutes
2.1.1.3	Test with MAP regularly to determine/monitor student growth in Language Arts and Math. Testing to be done at least three times in Primary, Elementary, and Middle School and twice per semester in High School (PL provided as needed to help teachers access MAP data)	2022-2023 school year and annually	Title Funds	Assessment Coordinator, Director of Curriculum Instruction	Dates on Testing Calendar, MAP Data

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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.1</b>		Increase Student Achievement in All Subject Areas			
<b>Measurable Objective 2.1.1</b>		Meet Annual Growth in English, Language Arts (ELA) and Math			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.1.1.4	PLCs will use MAP data and local assessments to analyze student growth in ELA and Math to assist students with goal setting and for instructional planning.	2022-2023 school year and annually	N/A	School Administrators, Instructional Coaches, and Lead Teachers in subject areas	Goal Documents, PLC notes, Lesson Plans, Map Data
2.1.1.5	A team of teachers, Instructional Coaches and other personnel will be assembled to determine the effectiveness of the K-12 Writing program and will make recommendations.	2022-2023 school year	School funds	Director of Curriculum Instruction, Principals	K-12 Writing Improvement team meeting minutes, Recommendation made by team
2.1.1.6	The K-12 Writing Improvement Team recommendations will be implemented as funds are available.	2023-2024 School Year and annually	School funds, Title funds	Director of Curriculum Instruction, Principals	K-12 Writing Improvement team recommendations

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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.1</b>		Increase Student Achievement in All Subject Areas			
<b>Measurable Objective 2.1.2</b>		Increase Percentage of Students Mastering Grade-Level Expectations in Science and Social Studies as Shown by Pre and Post-Tests.			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.1.2.1	Identify and provide meaningful Professional Learning and/or Staff Development to improve teacher effectiveness in science and social studies.	2022-2023 school year and annually	PL	Director of Curriculum Instruction, Instructional Coaches, Principals	Notes, Documents from Staff Development training
2.1.2.2	Content PLC teams will research possible assessments available to collect student achievement data in science and social studies and determine next steps.	2023-2024 school year	N/A	Instructional Coaches, Principal	Team minutes and sign-in sheets
2.1.2.3	Implement next steps of content PLC teams as determined.	2024-2025 school year	Title funds	Instructional Coaches, Principals	Student data, PLC minutes



**Ben Hill County Charter School System  
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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.2</b>		Perfect Instructional Best Practices to Ensure Teacher Effectiveness and Student Learning			
<b>Measurable Objective 2.2.1</b>		Improve Vertical Alignment in Math and ELA			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.2.1.1	A committee of representatives from each school will meet to determine vertical alignment K-12.	May, 2022	Fund 150	Director of Curriculum Instruction, Principals, Instructional Coaches	Vertical Alignment Document
2.2.1.2	Vertical Alignment Committee representatives will redeliver information determined in committee meetings to PLC teams. A Digital copy of vertical alignment will follow.	August, 2022	N/A	Vertical Alignment Committee Members, Director of Curriculum Instruction, Principals	Notes from August PLC Meetings where redelivery takes place
2.2.1.3	District level vertical alignment monitoring will be done at least 3 times per year (beginning, middle, end).	August 2022 and annually	N/A	Director of Curriculum Instruction, Principals	Notes from PLC meetings

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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.2</b>		Perfect Instructional Best Practices to Ensure Teacher Effectiveness and Student Learning			
<b>Measurable Objective 2.2.1</b>		Improve Vertical Alignment in Math and ELA			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.2.1.4	PLC days will be used to meet vertically per school to consider/discuss vertical alignment. These meeting dates will be included on the school system calendar for all teachers to attend.	2022-2023 and annually	N/A	Director of Curriculum Instruction, Superintendent	School System Calendar, Sign-In sheets from Vertical Alignment Meeting which occur on PLC Dates. Documents from the Vertical Alignment Meetings (To include copies of Power-Point used, hand-outs to participants, copies of charts generated etc.)

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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.2</b>		Perfect Instructional Best Practices to Ensure Teacher Effectiveness and Student Learning			
<b>Measurable Objective 2.2.2</b>		Improve Tier 1 Instruction to Improve Student Achievement			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.2.2.1	Provide PL in Best Practices to all teachers continuously as requested by Instructional Coaches, Principals, Teachers. Provide at a minimum two yearly PL activities that focus on perfecting instructional best practices.	2022-2023 school year and annually	PL funds Title funds	Director of Curriculum and Instruction, Instructional Coaches	Professional Learning documents
2.2.2.2	Introduction of Google for Education will be given, and on-going support will be provided during the school year.	2022-2023 school year and annually	N/A	Director of Technology, Instructional Technology Coaches	Documents from Introduction of Google for Education and schedules of dates support is provided.
2.2.2.3	Monitoring of Best Practices by school level administrators and system level administrators. This will become part of teacher observations as needed.	2022-2023 school year and annually	N/A	Director of Curriculum Instruction, Superintendent	Observation data from School and System level Administrators and Instructional Coaches
2.2.2.4	Implement Project Based Learning Framework options in Tier 1 Instruction with resources and PL provided as needed.	2022-2023 school year and annually	Title, General	Director of Curriculum Instruction, School Administrators, Instructional Coach	Documents from Introduction of Project Based Learning

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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.2</b>		Perfect Instructional Best Practices to Ensure Teacher Effectiveness and Student Learning			
<b>Measurable Objective 2.2.2</b>		Improve Tier 1 Instruction to Improve Student Achievement			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.2.2.5	Limit classroom interruptions to increase student time on task.	2022-2023 school year and annually	N/A	School Administrators, Instructional Coaches	Log of Classroom Interruptions (secretary/office aid)
2.2.2.6	Provide classroom management and social-emotional Professional Learning to improve student engagement and time on task.	2022-2023 school year and annually	PL, Title, General	Director of Curriculum Instruction, Principals, Dean of Students, Assistant Principals	Professional learning documents
2.2.2.7	Provide opportunities for teachers to observe effective classroom management and instructional strategies.	2022-2023 school year and annually	General, School	Instructional Coaches, Principals	Schedule of classroom observations

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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.2</b>		Perfect Instructional Best Practices to Ensure Teacher Effectiveness and Student Learning			
<b>Measurable Objective 2.2.2</b>		Improve Tier 1 Instruction to Improve Student Achievement			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.2.2.8	Develop a system-wide discipline process that includes schools and parents to ensure classroom environments are conducive to the teaching and learning process.	2022-2023 school year and annually	Title, general	Superintendent, Parents, School Representative, System Level Administrators	School Discipline Data
2.2.2.9	Review System-Wide Attendance Plan and determine ways to ensure its implementation and provide ways to monitor that implementation.	2022-2023 school year	N/A	Superintendent, System Level Administrators, Principals	Attendance Data

**Ben Hill County Charter School System  
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<b>Strategic Goal Area 2</b>		Learning Capacity			
<b>Specific Goal 2.3</b>		Provide Early Learning to All 3 and 4 Years Old in the Community.			
<b>Measurable Objective 2.3.1</b>		Expand Early Learning Opportunities to Improve Student Success in all Areas.			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
2.3.1.1	Promote Pre-K through community events.	2022-2023 and annually	PreK and school funds, L4GA	Pre-K Principal and staff, Primary School Principal and K Teachers, Coordinator of Public and Parent Engagement, BOE	Pre-K Enrollment Data
2.3.1.2	Expand the number of 3- and 4-year-old classrooms and increase staff and resources as needed.	2022-2023 and annually	General Funds, L4GA	PreK Principal, Executive Director of Human Resources, Superintendent	Student enrollment data and staffing

**Ben Hill County Charter School System  
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<b>Strategic Goal Area 3</b>		Resource Capacity			
<b>Specific Goal 3.1</b>		Ensure that the Five-Year Facility Plan is Compatible with Current Needs and Resources			
<b>Measurable Objective 3.1.1</b>		The Five-Year Facility Plan will be Reviewed and Updated Annually for the Next Five Years.			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
3.1.1.1	Audit and Reform Facilities Review Team to ensure representation from all stakeholders.	Sept 2022 and annually	N/A	Facilities Manager	Annual Report presented To BOE from Facilities Review Team
3.1.1.2	Facilities Review Team will seek input from all stakeholders (to include but not be limited to: Teacher representatives, Technology Directors, Administrators, etc.).	Aug 2022- March 2023 and annually	N/A	Facilities Manager	Addendums to Report Various survey results Agendas from applicable meetings.
3.1.1.3	Facilities Review Team will review and revise the Facilities Plan.	April 2023 and annually	N/A	Facilities Manager	Annual Report presented to BOE from Facilities Review Team
3.1.1.4	Findings of Facilities Review Team will be acted on as funds are secured.	Annually	ELOST Capital Outlay Bonds Ad valorem Endowments	Superintendent  BOE	Physical evidence of facilities updates  Facilities Reports to the BOE

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<b>Strategic Goal Area 3</b>		Resource Capacity			
<b>Specific Goal 3.2</b>		Ensure that the Five-Year Technology Plan is Compatible with Current Needs and Resources			
<b>Measurable Objective 3.2.1</b>		The Five-Year Technology Plan will be Reviewed and Updated Annually for the Next Five Years.			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
3.2.1.1	Audit and Reform Technology Review Team to ensure representation from all stakeholders.	Sept 2022 and annually	N/A	Technology Director	Report presented to BOE from Technology Review Team
3.2.1.2	Technology Review Team will seek input from all stakeholders (to include but not be limited to: Teacher representatives, Technology Directors, Administrators, etc.).	Aug 2022-March 2023 and annually	N/A	Technology Director	Addendums to Report Various survey results Agendas from applicable meetings
3.2.1.3	Technology Review Team will review and revise the Technology Plan.	April 2023 and annually	N/A	Technology Director	Report presented to BOE from Technology Review Team
3.2.1.4	Findings of Technology Review Team will be acted on as funds are secured.	Annually	ELOST Capital Outlay Bonds Ad valorem	Superintendent BOE	Physical evidence of technology implementation  Technology Reports to the BOE



**Ben Hill County Charter School System  
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2022-2027**

<b>Strategic Goal Area 3</b>		Resource Capacity			
<b>Specific Goal 3.3</b>		Continually Implement and Support effective Professional Learning Communities (PLCs) in the Ben Hill County School System to Ensure Ben Hill County Schools Maintain a Diverse Highly Qualified Staff.			
<b>Measurable Objective 3.3.1</b>		Provide a System for Monitoring, Supporting, and Improving Professional Learning Communities (PLCs) in Each Ben Hill County Schools Beginning with the 2022-2023 School Year.			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
3.3.1.1	Re-establish non-negotiables of PLCs during Pre-Planning PLC Day.	July 2022 and annually	N/A	Director of Curriculum & Instruction, Principals, Instructional Coaches	Agenda and minutes, Sign-in Sheets, PLC Notebooks
3.3.1.2	Establish a PLC Audit at each school to self-reflect and measure the growth of school-level PLCs to be completed quarterly.	Beginning 22-23 School Year Quarterly	N/A	Principals, Instructional Coaches	Quarterly PLC Audits
3.3.1.3	Create Needs Assessment based on PLC Audit findings quarterly to identify and provide resources essential for individual schools' PLCs growth.	Beginning 22-23 School Year Quarterly	L4GA PL Funding School level funds	Principals, Instructional Coaches	Results of Needs Assessment

**Ben Hill County Charter School System  
Strategic Plan  
2022-2027**

<b>Strategic Goal Area 4</b>		College and Career Readiness Capacity			
<b>Specific Goal 4.1</b>		Empower/Inspire/Prepare All Students for Post-Secondary College or Career Success			
<b>Measurable Objective 4.1.1</b>		Implement an Employability K-12 (Employability Skills)			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
4.1.1.1	Conduct Local Business and Industries Survey related to employability.	August 2022, repeating each year at start of school as needed	N/A	CTAE Director, College and Career Academy (CCA) Board, CEO College and Career Academy	Survey Document, Data, and responses from survey
4.1.1.2	Select K-12 Career Employability Committee from school level representatives to create guidelines/common terminology for all K-12 based on Employability Community Survey.	2022-2023 school year	Professional Development	K-12 Career Employability Committee	Sign-In sheets, Document of guidelines/common terminology that are created
4.1.1.3	Implement Employability expectations District-wide with Representatives from Career Employability Committee redelivering guidelines at all schools,	2023-2024 school year and annually	N/A	Career Employability Committee Members, Principals, Superintendent	Sign in Sheets from Redelivery Meetings

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<b>Specific Goal 4.1</b>		Empower/Inspire/Prepare All Students for Post-Secondary College or Career Success			
<b>Measurable Objective 4.1.1</b>		Implement an Employability K-12 (Employability Skills)			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
4.1.1.4	Align FHSCCA Pathways with community and student needs.	2023-2024 School Year	Perkins	CCA Board, CTAE Director, FHSCCA CEO	Survey Data, Pathway List

**Ben Hill County Charter School System  
Strategic Plan  
2022-2027**

<b>Strategic Goal Area 4</b>		College and Career Readiness Capacity			
<b>Specific Goal 4.1</b>		Empower/Inspire/Prepare All Students for Post-Secondary College or Career Success			
<b>Measurable Objective 4.1.2</b>		Strengthen College/Career Awareness and Exploration of Employment			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
4.1.2.1	Provide Career Day at Ben Hill Primary and Ben Hill Elementary School.	2022-2023 school year and annually	School Funds	School Level Administration Team	Sign-in sheets for presenters, Newspaper articles about Career Day
4.1.2.2	Take field trips to local businesses/industries to increase knowledge of the business/industry and the jobs in each.	2022-2023 school year and annually	Transportation Funds	Principal, School Level Leadership Team	Roster of students that went, pictures/publicity about field trips, teacher plans of follow-up to trips
4.1.2.3	All seventh-grade students will complete a career awareness course related to FHSCCA pathways and community needs.	2022-2023 school year and annually	N/A	Middle School Principal, Counselor, Career Teacher	Roster of students who complete the course, teacher lesson plans

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<b>Strategic Goal Area 4</b>		College and Career Readiness Capacity			
<b>Specific Goal 4.1</b>		Empower/Inspire/Prepare All Students for Post-Secondary College or Career Success			
<b>Measurable Objective 4.1.2</b>		Strengthen College/Career Awareness and Exploration of Employment			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
4.1.2.4	Provide Job-shadowing and Internship opportunities for FHSCCA students.	2022-2023 school year and annually	General Funds, Title, CTAE	FHSCCA CEO, School Level Administrators, Business Partners, CTAE Director	Yearly report of numbers of students who participate and where job-shadowing and Internship opportunities took place.
4.1.2.5	Provide college tours/college fair day.	2022-2023 school year and annually	General Funds	Principal, Counselors, Instructional Coaches, Teachers	Number of students that participate, list of colleges that participate in college fair day, list of colleges visited
4.1.2.6	Provide Lunch and Learn opportunities and Parent Night workshop series related to college admission and financial support.	2022-2023 school year and annually	General Funds	Principal, Counselors, Community in Schools Representative, College/Career Coach	Sign-in Sheet for Parents and students that attend, copies of materials provided to parents and students.

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<b>Strategic Goal Area 4</b>		College and Career Readiness Capacity			
<b>Specific Goal 4.2</b>		Provide Opportunities for Students to be Successful for College or Career and Life			
<b>Measurable Objective 4.2.1</b>		Implement Project-Based Learning Programs Pre-K-12			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
4.2.1.1	Have STEM/STEAM/Project-Based Learning Activities for Pre-K through Fifth grade on a school-designated day at a minimum of one per quarter.	2022-2023 school year and annually	School Level Funds	Principals, School Level Administrators, Instructional Coaches, Teachers	Parent Correspondence related to activities, student work samples,
4.2.1.2	Eighth grade students at Ben Hill Middle School will complete a Project-based learning activity related to career (pathway) of choice (end of year).	2022-2023 school year and annually	N/A	BHMS Principal, School level Administrators, Instructional Coaches, Teachers	Samples of Student Projects
4.2.1.3	FHSCCA Seniors will complete the Capstone Course/Project beginning with the class of 2026.	2022-2023 school year and annually	N/A	FHSCCA CEO, School Administrators, Teachers	Senior Portfolio Samples/Completion Projects

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<b>Strategic Goal Area 4</b>		College and Career Readiness Capacity			
<b>Specific Goal 4.2</b>		Provide Opportunities for Students to be Successful in College or Career and Life			
<b>Measurable Objective 4.2.2</b>		Increase Job Related Skills and Opportunities for Students			
	<b>Actions, Strategies, Interventions</b>	<b>Timeline</b>	<b>Funding Sources, and Resources</b>	<b>Person(s) Responsible</b>	<b>Means of Evaluation</b>
4.2.2.1	FHSCCA will bring in community members to demonstrate skills not offered in a pathway.	2022-2023 school year and annually	N/A	FHSCCA CEO, Principal, School Level Administrators, Instructional Coaches, CTAE Director	Flyers/Materials used, Sign-In sheets/student rosters of those attending
4.2.2.2	Provide all 10 <sup>th</sup> grade students with work-based learning and in-house internship promotional materials during registration. Based on student interest, additional opportunities for both can be considered as offerings at FHSCCA.	2022-2023 school year and annually	General funds	Work Based Coordinator, Principal, Superintendent	Copies of Promotional Materials that are provided
4.2.2.3	Using guidelines pertaining to area of certification, FHSCCA will provide certification for employment (Ex. CPR, OSHA, Parapro, etc.) related to career area of choice.	2023-2024 school year and annually	General funds, Title Funds	FHSCCA CEO, Superintendent, CTAE Director, Teachers	Sample certificates of certification