

Lewiston – Altura Public School Strategic Plan Spring 2023 – Fall 2025

Vision Statement (where we want to be): *Growing a Respectful Community of Learners*

Mission Statement (what we do every day):
To educate Caring, Adaptable, Respectful, Determined, Successful Community of Learners

July 8, 2024 Updates

Strategic Priority	Goals	Action Steps	Status	2024-2025
<p>Student Success Provide all students the education they need for success: academically, socially and emotionally.</p>	<p>1.1 Implement standards-based instruction and assessment to grow student achievement at all levels.</p>	<p>1.1.1 By Spring 2024, complete a 3-year training sequence in order for each certified staff member to effectively implement a standards-based curriculum mapping process.</p> <p>1.1.2 By Spring 2024, establish a standards-based curriculum review cycle that aligns with legislative adoptions with input from instructional staff, administration and the System Accountability Committee.</p> <p>1.1.3 By Spring 2024, each teacher will develop at least two assessments of a priority standard that provides data that can be used formatively to inform instruction and summatively to determine learning levels.</p> <p>1.1.4 By Fall 2025, we will design a professional development system/schedule that continuously addresses and supports curriculum mapping, standards-based assessments and review.</p>	<p>Most curricular areas are mapped and teachers have or are developing proficiency scales for the priority standards. Older students are beginning to see the value of this system vs traditional grading. This has been a slower than anticipated process. It is time consuming for teachers. We saw significant progress in the past year and more and more teachers are seeing the value for students and how it can improve the effectiveness of their instruction.</p>	<p>Continue/expand the standards based focus on staff development days, grades 6-12. PK-5 teachers will be spending much time with READ Act training this year, and we will work to continue their standards based implementation as well.</p> <p>An updated curriculum review cycle will be updated this fall. Was put on ‘pause’ for FY25.</p> <p>The additional professional development days will be important to continue. Several HS teachers will need to focus on READ Act training next year.</p>
	<p>1.2 Ensure that there is a comprehensive education plan from early childhood</p>	<p>1.2.1 By Fall 2025, establish specific Career and College Readiness measurements for high school seniors, and a K-11 scope and sequence for preparing students for those outcomes.</p>	<p>Paused efforts to work regionally on ‘Redefining Ready’ for seniors as area districts had difficult</p>	<p>Need to continue these discussions and planning with admin and teachers.</p>

	through high school for each student to promote life, career, and post-secondary success.		agreeing to common data and criteria. Have expanded our STEM/STEAM curriculums as an integrated curricular experience for students.	
	1.3 Build and utilize a system to support social and emotional competencies within all members of our schools.	<p>1.3.1 In each school year, the district will continue to support a PK-12 Staff Wellness Committee and a SEL & Mental Health Leadership Committee to promote and support social – emotional health.</p> <p>1.3.2 By Fall 2024, define and implement a multi-tiered system of SEL supports for PK-12 students.</p> <p>1.3.3 By Spring 2025, expand the district assessment systems to help identify student levels of SEL needs.</p> <p>1.3.4 By Fall 2024, provide staff with training and support systems that address social-emotional competencies of students and staff.</p> <p>1.3.5 By Spring 2024, assess various SEL support curriculums to determine recommendations of which one(s) can effectively be utilized across grade levels for continuity of messaging, vocabulary, etc.</p>	<p>The SEL team (guidance counselors, social worker, admin) met several times last year to clarify roles, curriculum strategies, priorities, interventions.</p> <p>PK-12 staff had trainings this past year in accommodations and how to individually meet students’ needs in a classroom setting.</p>	<p>We will revisit this with the 0.5 staffing reduction and how to share staff to address crisis needs.</p> <p>Further strengthening MTSS for behavior/SEL will be a focus of continued growth in both schools.</p>
Effective Staffing Hire, maintain, train and support staff to be as effective as possible.	2.1 Hire, develop and retain high quality staff.	<p>2.1.1 Consistently, teachers, administration and school board will intentionally explore financial and other incentives to attract and maintain staff that can be implemented through contract negotiations, district practices, and/or staff handbooks.</p> <p>2.1.2 By Fall of 2023, review and recommend changes to hiring processes on Applitrack or other options to determine if the recruitment</p>	Contract negotiations and Handbook negotiations have prioritized the goal of hiring and maintain staff. Unfortunately, budget limitations exist. We did implement a 50% fee reduction for employees who use Cardinal Club.	Continue to be aware of this priority and develop creative solutions. Will consider pursuing a 4-day week as this may be an attractive incentive, and help lessen staff absenteeism.

		and application process are inviting or are inadvertently discouraging candidates from applying.	We reviewed and simplified the teacher application process on AppliTrack. We now use Indeed more for nonlicensed staff which has generated more applicants- have to filter through them.	
	2.2 Prioritize professional development for all employee groups.	<p>2.2.2 By Fall of 2023, determine where to place staff development in successful classroom/behavior management techniques, including classroom set up, routines, etc., to help teachers be successful yearly within the calendar.</p> <p>2.2.3 By Spring of 2024 for the 2024-2025 calendar, designate specific dates for training for all employee groups.</p> <p>2.2.4 By Fall of 2023, determine a specific plan to train all non-certified staff on ALICE, fire drills, tornado drills, basic emergency procedures, etc.</p>	Working with HVED Behavior Specialist and Coordinator to support teachers and principals with most challenging behaviors. Mentors support new teachers with common challenges.	<p>Added two additional professional development days on the calendar. Paraprofessionals will also have training on August 26th, Oct. 16th (1/2 day), Jan 24th (1/2 day) to provide more uninterrupted time to meet with special education teachers.</p> <p>Will have scenario based ALICE training Fall 2025. Principals attending ALICE instructor training Aug 2024. Supt attended reunification training. Will use these updated trainings to plan and strengthen our staff trainings and drills.</p>
	2.3 Create and implement a plan to develop a “Cardinal Culture” that fulfills our mission and vision.	2.3.1 By Spring 204, develop a detailed onboarding process for staff (including staff that are hired after the start of the year). Onboarding process will include explaining contracts and benefits, job shadowing opportunities, our Cardinal Culture, classroom teacher expectations for curriculum, instruction, student laws, IEP information, effective instructional support strategies and having HS student leaders welcome the new	<p><u>DRAFT:</u> <u>Cardinal “Be” Code</u></p> <p>Be Positive - attitude matters.</p> <p>Be Kind – words matter.</p> <p>Be Present – on time, every day, ready to learn.</p> <p>Be Respectful – be polite, listen, follow the rules.</p> <p>Be Flexible – expect new things and changes.</p>	<p>Determine final Cardinal Culture Code for students to be broadly integrated/posted in all classrooms and halls.</p> <p>Establish Culture Codes for staff/with staff. – basic dress, positive attitude, cell phones, emails, reference to Mr./Ms/Mrs, etc.</p>

		<p>staff and share their perspectives of Cardinal Culture.</p> <p>2.3.2 By Fall of 2023, establish a districtwide 'social committee' (with the Wellness Committee) to develop a calendar of at least 2 family friendly oriented activities for 'all staff socials.'</p> <p>2.3.3 By Fall of 2023, promote and continue to develop the Cardinal Cares programs with PK-5 students, and Community of Cards membership cards with 6-12 students.</p>	<p>Be Safe - keep hands, feet and objects to yourself.</p> <p>Be Determined – try your best and keep trying.</p> <p>Be A Team Player – and work well on your own too.</p> <p>Be A Cardinal – Be Proud!</p>	<p>Re-establish consistent staff onboarding with business office staff/supt for contract related items; principals implement daily routine/schedules onboarding.</p> <p>Continue Cardinals Cares and HS Students of the Month recognitions.</p>
<p>3. Finance Be financially healthy and sustainable.</p>	<p>3.1 Increase revenue</p>	<p>3.1.1 Pass a 10-year \$760.00/student operating levy with an annual inflationary increase in November 2023.</p> <p>3.1.2 If the operating levy fails, adjust the operating budget immediately. If the operating levy passes, adjust the operating budget accordingly.</p> <p>3.1.2 Develop recruitment and marketing strategies/plan to maintain and increase enrollment – within the district and externally (work with the Community Engagement strategies).</p> <p>3.1.2a Plan and implement intentional strategies for promoting L-A High School with all local students and parents. (See Community Engagement strategies.)</p>	<p>Failed 12 votes Nov 2023</p> <p>Significant budget adjustments – FY25 budget approved June 2024, \$7000 general fund deficit.</p> <p>Communications Committee (Board, admin, InGensa) meet regularly to review/improve distribute more communications that are also positive marketing tools.</p>	<p>Repeat OL Nov 5, 2024. Expanded informational and outreach strategies.</p> <p>Continue and strengthen marketing and outreach, esp to nonpublic schools' students and parents. Communications Committee doing many things in this area.</p>
	<p>3.2 Develop and maintain a sustainable budget to meet current and future school district and school board needs, goals and priorities</p>	<p>3.2.1 By May 2023, establish a Finance Committee that meets bi-monthly to discuss the school year's budget and status, and planning for anticipated financial adjustments and needs in the future.</p> <p>3.2.2 By January 2024, adopt a School Board Fund balance policy that strives for an</p>		<p>Finance Committee will start meeting in August 2024. Agenda items will include current year budget status, discussion of any major expenditure decisions, fund balance policy, anticipation of future years budgets.</p>

		'unassigned fund balance" goal of 10% of the audited total year's expenditures.		
	3.3 Develop and implement a 3-year budget forecast.	3.3.1 By August 2023, identify and adopt a budget forecasting plan that includes 3-year assumptions and projections for: annual fund balance targets, projected increases in expenditures; projected enrollment; and projected revenues and review/adjust every 6-months.		Finance Committee will address this also.
4. Facilities	4.1 Create and implement a plan to ensure that our elementary and high school are safe, secure, flexible and adaptable facilities.	4.1 Conduct a building bond referendum November 7, 2023 for \$26.3 million for improvements to the elementary and high school, with a 2 nd question for an auditorium/gym addition for \$12.3 million. 4.1b If the building bond referendum fails, make decisions regarding next steps to address facility improvements needs, ie, assess the community's response/perceptions, continue to educate the community of the need, utilize existing fund options for minimal/priority repairs or renovations, and/or develop long term district sustainability options. 4.2c If the facility bond referendum passes, implement accordingly and plan long term facility and maintenance operations budgets.	Question #2 had 42% support. Question #3, 30% support. Surveyed community, held community meetings, met with a task force to determine next steps. Approved Review and Comment be submitted to MDE for November election.	July 2024- Board will consider official call for an OL and building bond referendum in November. Facility question @ \$7 million less than Nov 23.
	4.2 Develop Long Term Facilities Maintenance (LTFM) and Capital Improvement Plans with a realistic budget.	4.2 By May 2023, establish a Facility Maintenance Committee consisting of administration, board, facilities staff, professional consultants and at least one community member to meet quarterly (starting August 2023) to establish, implement and monitor an LTFM budget with timelines that addresses priority and ongoing facility and grounds needs for maintenance, improvements and/or replacements.	Established this Committee, met a few times. Admin meets regularly with Dashir.	Finance Committee will review facility needs and options for repairs that are urgent.
5. Community Engagement	5.1 Educate both the external and internal community on long	5.1.1 By May 2023, establish a committee that consists of a representation of parents (early childhood, L-A, St. John's, Silo),	Met a few times- difficult to discern goals of 'Vote Yes' at the time.	

Engage with parents, community members and business members.	term facilities, financial and educational needs.	administration and school board to meet bi-monthly to develop specific strategies for promoting community engagement and information sharing about the district. 5.1.2 By August 2023, establish plans for providing the community factual information about the November 2023 ballot questions.		
	5.2 Implement and intentional and consistent plan to strengthen and improve external and internal messaging.	5.2.1 By September 2023, complete an audit of internal and external communication strategies: List of strategies; what is working and should be continued?; What is not working and needs to stop?; What needs to start? What needs to be improved? 5.2.2 By October 2023, Develop a comprehensive communication plan that promotes L-A School District through multiple channels: search engines; social media; sponsorships; partnerships, print media; presence in community; visual media 5.2.23 By September 2023, ask the local non-public schools to participate in joint meetings with L-A that includes clergy, school administrators, school board members. Purpose of meetings would be to exchange information about schools' activities and events, discover common values and challenges related to education students, and supporting youth and families. Meeting locations can rotate to enable all to visit each other's schools.	Has been part of ongoing discussions with Communications Committee. Facebook continues to be a common area social media tool that many rely on. Have significantly increased our 'good news' on the District Facebook page, and working to share across different District Facebook pages (or elim duplicates). 3 Board members, Principal Riebel met with reps from St. John's and Silo Boards April 2024. Agreed to meet Quarterly.	Communications Committee will continue to meet, develop DYK informational pieces, e-newsletters, video promotions, etc in informing community about the district and our needs prior to the November referendum. Continue regular meetings with nonpublic board members.
	5.3 Strengthen student, staff and community pride in the Lewiston – Altura School District.	5.3 By October 2023, develop plans for intentionally and consistently celebrating the strengths and successes of our licensed and unlicensed staff, graduating seniors and alumni.	Admin and Board try to provide meals, snacks, goodies to staff to express appreciation as much as possible. Is a personal financial expense.	Continue with staff. Have discussed options to reach out to Alumni – no plans in place. Crossings hosting 'all school reunion' Aug 17 th .